

TRADE HUB AND AFRICAN PARTNERS NETWORK QUARTERLY REPORT JANUARY-MARCH 2015

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TRADE HUB AND AFRICAN PARTNERS NETWORK

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government.

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ACRONYMS

AAFEX	Association Africa AgroExport
ACA	African Cashew Alliance
ACTE	Africa Competitiveness and Trade Expansion Initiative
AfDB	African Development Bank
AFTRA	Africa Trade Fund
AGAM	Association of Ghanaian Apparel Manufacturers
AGOA	African Growth and Opportunity Act
AGRA	Alliance for a Green Revolution in Africa
APIEX	<i>Agence pour la Promotion de l'Investissement et des Exportations</i>
APROMAB	<i>Association Professionnelle Manguie du Burkina Faso</i>
ARTC	AGOA/Trade Resource Center
ASEPEX	<i>Agence Sénégalaise de Promotion des Exportations</i>
BA	Borderless Alliance
BIC	Border Information Center
BNDA	Banque Nationale de Développement Agricole du Mali
BOA	Bank of Africa
BSIC	<i>Banque Sahelo-Saharienne pour l'Investissement et le Commerce</i>
CARI	Competitive African Rice Initiative
CBAO	<i>Compagnie Bancaire de l'Afrique Occidentale</i>
CBC	<i>Conseil Burkinabé des Chargeurs</i>
CCI	<i>Chambre de Commerce et d'Industrie</i>
CDI	Côte d'Ivoire
CFAHS	<i>Coopérative Fédérative de L'horticulture de Sénégal</i>
CILSS	<i>Comité Inter-Etats de Lutte contre la Sécheresse au Sahel</i>
CMC	Corridor Management Committees
COFENABVI AO	<i>Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l'Afrique de l'Ouest</i>
COP	Chief of Party
COTVET	Council for Technical and Vocational Education and Training
CRCOPR	<i>Cadre Régionale de Concertation des Organisations de Producteurs de Riz</i>
CTAP	Certified Trade Advisors Program
DCA	Development Credit Authorities

DPV	<i>Direction de la Protection des Végétaux</i>
ECOWAS	Economic Community of West African States
EDAIF	Export Development and Agriculture investment Fund
ETLS	ECOWAS Trade Liberalization Scheme
EU	European Union
FAAG	Fixed Amount Award Grant
FAF	Financial Access Facilitator
FAQ	Frequently Asked Questions
FDA	Food and Drugs Administration
FEBEVIM	Fédération Bétail-Viande du Mali
FTF	Feed the Future
FY	Fiscal Year
CG	Commissioner General
GCCI	Ghana Chamber of Commerce and Industry
GEPA	Ghana Export Promotion Authority
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GPHA	Ghana Ports and Harbour Authority
GRA	Ghana Revenue Authority
GSA	Ghana Shippers Authority
GSA	Global Shea Alliance
HACCP	Hazard Analysis and Critical Control Points
IFC	International Finance Corporation
IFDC	International Fertilizer Development Center
IFS	International Featured Standard
ISRT	Interstate Road Transit Convention
ITC	International Trade Center
LOC	Letter of Collaboration
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MiA	Made in Africa
MIS	Market information systems
MOTI	Ministry of Trade and Industry
MOU	Memorandum of Understanding
MSME	Micro, Small, Medium Enterprises
MSTAS	Management Support and Technical Analytical Services

MTTD	Moto Traffic and Transport Department
NAFDAC	Nigerian National Agency for Food and Drugs Administration and Control
NEPC	Nigerian Export Promotion Council
NFC	National Facilitation Committee
NGO	Non-Governmental Organization
NTB	Non-Tariff Barriers
OCAT	Organizational Capacity Assessment Tool
OPA	<i>Observatoire des Pratiques Anormales</i>
PACIR	<i>Programme d'Assistance pour le Commerce et l'Intégration Régionale</i>
PAFASP	<i>Projet d'Appui aux Filières Agro-Sylvo-Pastorales</i>
PMP	Performance Management Plan
PROSUMA	<i>Société Ivoirienne de Promotion de Supermarchés</i>
RESIMAO	<i>Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest</i>
ROPFA	Réseau des organisations paysannes et de producteurs de l'Afrique de l'Ouest
SIE	<i>Stock d'Intervention de l'Etat</i>
SNS	<i>Stock National de Sécurité</i>
SME	Small and Medium Enterprises
SNV	Netherlands Development Organisation
SPS	Sanitary and Phytosanitary
STTA	Short-term technical assistance
TA	Technical Assistance
THN	Trade Hub Network
TOR	Terms of Reference
TOT	Training of Trainers
TSI	Trade Support Institutions
TTEE	Trade & Transport Enabling Environment
TTFO	Trade and Transport Facilitation Observatory
UCOVISA	<i>Union des Coopératives du Vivrier des Savanes</i>
UEMOA	Economic and Monetary Union of West Africa
UGPB	<i>Union des Groupements de Producteurs de Bagre</i>
UNMOCIR	<i>Projet d'Amélioration de la Compétitivité de la Mangue Sénégalaise - Cadre Intégré Renforcé</i>
US	United States
USAID	United States Agency for International Development
VAT	Value-Added Tax

VC	Value chain
WA	West Africa
WAFM	West African Food Market
WAGN	West African Grains Network
WARTFO	West Africa Regional Transport Facilitation Observatory
WRAP	Worldwide Responsible Accredited Production
WTO	World Trade Organization

I. INTRODUCTION

I.1 BACKGROUND

USAID/West Africa's Mission-wide goal is the advancement of social and economic well-being led by West African organizations. This goal is supported by several development objectives, including "broad-based economic growth and resilience advanced through West African partners." The Trade Hub and African Partners' Network Project (the "Trade Hub") will contribute to this development objective by achieving two critical intermediate results:

- 1) Improving the capacity of West Africa's farmers and firms in targeted regional and global value chains.
- 2) Improving the business-enabling environment by addressing transport constraints and trade barriers affecting the efficiency of the region's corridors and borders.

The Trade Hub will work through regional private sector associations and regional governmental entities to help channel all partners' efforts in a way that will address critical constraints to trade competitiveness, capture opportunities to expand trade, demonstrate West Africa's productive potential to investors, and facilitate greater investment in the region. Its results will include both an increase in 1) regional trade in key agricultural commodities, a critical Feed the Future (FTF) indicator, and in 2) value-added global exports, a targeted indicator for the Africa Competitiveness and Trade Expansion (ACTE) Initiative, which ultimately aims to increase Africa's share of world trade.

The project will build the capacity of several key groups of African partners—regional private sector associations and alliances, the Economic Community of West African States (ECOWAS), the Economic and Monetary Union of West Africa (UEMOA), a multi-donor funded Transport and Facilitation Observatory, and Global Development Alliances with private sector companies. As the Trade Hub works with associations and regional alliances, it will help them serve as leaders in promoting reforms, attracting buyers and investors, and adopting improved practices. Eventually, the Trade Hub's partners will act independently and take on even greater leadership roles.

The Trade Hub's major components are:

- Regional staple foods development (livestock and grains)
- Global value chain development (targeted agro-processing and manufactured consumer goods)
- Finance and investment
- Transport and the trade enabling environment
- Capacity building
- Communications
- Administration and management, including grants administration.

I.2 HIGHLIGHTS OF THE PERIOD

The second quarter of FY 2015 marks the half-way point of the annual work plan period. Most of our work is proceeding as planned, with progress in each project component.

Transport and trade enabling environment. The TTEE team has continued to address the problems of poor road governance, this quarter providing particular attention to Ghana. The road

harassment problems in Ghana have become severe -- whereas in 2013 Ghana was the best performing country in this regard; it has since become the worst. At the request of the USAID Ghana mission, the TTEE team provided analysis and materials for advocacy with government ministers, particularly the Minister of Agriculture and Minister of Foreign Affairs. At the end of the period, the TTEE team lead a delegation that included the Ghana Ports and Harbors Authority, Ghana Shippers Authority, Ghana Livestock and Traders, Borderless Alliance at a meeting with the Deputy Commission of Police wherein the problem was openly acknowledged, and a step by step plan agreed on to solve it. Implementation of the plan will take place during the 3rd quarter.

Regional value chains. To sharpen our focus on the most promising opportunities for expanding trade in the regional value chains, the Trade Hub completed three analyses of priority activities to expand trade in livestock and cereals and specialized assistance to support specific deals has now begun. One effort stems from the Livestock Opportunities study and follow-on consultancy to develop the supply of regular high quality Sahelian cattle from Mali to the Abidjan market. While negotiations are on-going, a test shipment of fattened cattle has arrived in Abidjan at the annual Cote d'Ivoire agriculture fair. This experience will help Sahelian exporters better understand the ins and outs of selling fattened cattle to coastal buyers. In the cereals value chain, an on-the-ground investigation by road from Mali to Abidjan demonstrated that the increasing coastal urban populations, their increasing incomes, and the need for animal feed, presents increasing maize trading opportunities from inland production zones to coastal markets. We expect specific trading activities to start up in this value chain during the next two quarters.

Global value chains. The Trade Hub team was especially heartened to see that the mango season in West Africa is off to a good start and not experiencing the lack of flower pollination that occurred last year. Our mango advisor and specialist have helped producers to connect with local processors and shippers, and we have identified at least \$3 million in new opportunities for the value chain across the region. We are actively supporting these players and are optimistic about prospects. The apparel value chain continues to enjoy success with our lead firms in Ghana receiving government of Ghana training assistance to boost the factory employment to over 1200. The Trade Hub has also assisted Made In Africa, a U.S.-based social investment firm to identify at least 2 factories in Ghana that may benefit from their preferred investment and lending opportunities at below market rates. Trade Hub is helping Made in Africa evaluate companies in Benin, as well.

AGOA. We were pleased to launch our first AGOA Trade Resource Center, partnering with the Ghana Chamber of Commerce and Industry. The center is part of the network of AGOA export assistance offices established under previous projects. In addition to assistance with AGOA eligible exports to the U.S., the centers will provide information on regional trade opportunities, trade intelligence, export readiness assessments, information about trade promotion events such as trade fairs, and help with export documentation. The latter is especially important for regional trade between West African countries.

Finance and investment. In this component, we now have 23 financial advisors in 8 countries and have identified financing opportunities of \$57.3 million that may result in up to \$170 million in additional investment over the project period. The 23 financial advisors attended a training and orientation workshop in Accra in March to reinforce their understanding of the Trade Hub's goals, examine approaches to meeting investment needs of firms in targeted value chains, and discuss how to find the right financial partners for clients' products. Representatives of five financial institutions also participated.

Capacity building. The project held a cattle fattening workshop for eighteen livestock producers, all members of local livestock cooperatives of the Burkinabe National Livestock Federation. The workshop provided participants with tools to modernize and commercialize cattle and sheep fattening units, improve quality, and meet the growing demand for livestock products in regional markets. Participants were also schooled on business and financial management of livestock fattening units. The workshop also helped participants establish a network of commercial livestock fattening operators to help negotiate strategic trade partnerships. The network of livestock fattening operators in Burkina Faso will have eight focal points, each overseeing a region. A national coordinator from the Burkina Livestock National Federation was appointed to coordinate the network's activities and liaise with the Malian network created during a similar workshop in Mali. The overall objective of the workshops is to increase the trade in quality animals from the production zones in the Sahel to the coastal urban markets in Abidjan and Accra in particular.

1.3 PROGRAMMATIC TRENDS

As we work with partners and refine our approach, we are making adjustments in three areas.

Expanding trade in regional value chains. In keeping with our role as a regional project and the goal of working through regional partners, our work plan originally envisioned that we would work directly with WAGN and COFENABVI to achieve most of our regional value chain targets, such as increased trade. However, since these organizations do not directly engage in trade and since they are only just beginning to deliver basic services to their members, we are adjusting our approach and are engaging more directly with individual businesses and national associations to help them pursue specific trade opportunities. We are including the regional associations and their national association members in planning and following these initiatives, but are looking to those who will actually engage in the trade transaction to take ownership and receive most of our focused technical assistance, including help finding markets, advice on best practices in trading, and guidance on access to finance.

Best practices in contracting and regulatory requirements. Companies wishing to trade regionally need assistance with proper documentation to satisfy customs procedures, especially if they want to export to Nigeria, the largest regional market for most products. Cross border trade in cereals needs to be made more formal, with pre-delivery inspections, testing for quality on things like moisture content, insect damage, and aflatoxins. Given our experience in recent months, we have decided to increase our assistance in this area. We will work with regional organizations, private companies, as well as bilateral programs, organizing workshops, trainings and preparing guides to help companies comply with contractual and regulatory requirements.

Road governance. We need to continue our focus on the target corridors to improve road governance. Recent experience in Ghana, Cote d'Ivoire, Senegal, and Mali shows that improving road governance requires nearly constant attention until a country demonstrates political will from the highest levels, such as happened in Togo and Benin. It is at that point that real and sustainable improvements in road governance will occur, but for that to happen awareness raising, advocacy, and mobilizing key interested parties must continue. The project will devote more concentrated effort to the efforts to improve road governance, working with an array of public and private sector partners who have a vested interest in less harassment of transportation.

2. IMPROVING THE TRADE AND TRANSPORT SECTOR

2.1 KEY ACHIEVEMENTS/RESULTS

In summary the following are main achievements for the quarter:

TTEE recorded progress towards addressing the problem of Livestock transportation and associated harassment by creating a prototype for a multi-use trailer- an initial step towards production of trailers after establishing commercial viability. There has been progress in reducing numerous check points and accompanying harassment on the Ghana portion of the Tema – Ouagadougou Corridor. This gain will be reinforced by Trade Hub's support to UEMOA to revitalize Observatoire des Pratiques Anomales (OPA) and contribute to the development of West Africa Regional Transport Observatory (WARTO) as tools for monitoring progress in road governance.

TTEE worked with ECOWAS Directorates of Trade and Transport to develop Terms of Reference for studies to establish formal structures to manage key transport corridors in the region. Progress has also been recorded in the development and adoption of simplified transit procedures on the Abidjan – Bamako Corridor through the implementation of a bilateral Inter-State Road Transit System (ISRT) agreement between Côte d'Ivoire and Mali. The two countries, together with Burkina Faso and Senegal have adopted uniform procedures aimed at achieving efficiency in transit trade through reduced control points, harmonized documentation and uniform transit guarantees on their respective corridors.

TTEE provided a consultant to Borderless Alliance to help enhance their financial and managerial sustainability. The consultant's recommendations on revenue generation will be discussed at a retreat in May 2015 for the Executive Secretariat and National Committees.

2.2 WORK PLAN OBJECTIVES

Life of Project:

Improve transport efficiency and the trade-enabling environment, especially for targeted value chains, by supporting the implementation of reforms that promote transport market liberalization and free trade in the region.

FY15:

- Support effective monitoring and reporting of road governance activities related to delays, costs, and bribes for transporting selected value chains along project corridors.
- Help governments to harmonize selected trade and transport policies, regulations, and procedures along selected corridors to support realization of a simplified single Free Trade Area Scheme for ECOWAS and UEMOA.
- Work with partner organizations to implement regional commitments aimed at achieving substantial reduction in costs, harassment, and documentation for trading in and transportation of targeted value chains along project corridors.

- Strengthen Borderless Alliance's capacity to carry out effective evidence-based advocacy to improve trade and transport enabling environment in West Africa.

2.3 ACTIVITIES IMPLEMENTED THIS QUARTER

2.3.1 STRATEGY #1: PROFESSIONALIZATION AND MARKET LIBERALIZATION OF THE TRANSPORT SECTOR

Trucking Professionalization Workshops (Mali)-TTEE in conjunction with Borderless Alliance organized a one day workshop in Bamako, Mali to discuss professionalization of the transport sector as a means to reduce road harassment and create conditions to support access to finance for fleet renewal. The workshop was held on 24th February and was attended by twenty nine transporters. A quick survey during the workshop carried out by the Transport Specialist enable the classification of transport companies who attended the workshop: half of them has just little managerial skills, only one fifth employs an accountant, and finally more than one third has high managerial skills (referred to audit service, and has 2014 balance sheet approved). The first group needs a lot of trainings in management and accountancy to be able to approach finance institutions. Most of transporters which carry agricultural goods belong to this category. The list was shared with finance advisors based in Mali. A similar training will be held in Burkina Faso in the next quarter. The main aim of the workshops is to identify trucking companies who meet the basic requirements for further assistance in access to finance for fleet upgrades, to enable them comply with regional and national trucking regulations

Collaboration with Burkina Faso Shippers' Council (CBC) on an automated Freight Exchange - The TTEE team held discussions with the CBC to discuss the implementation of the electronic freight exchange platform on the Tema-Ouagadougou Corridor. The freight exchange has been developed by CBC with the aim of facilitating liberalization of the sector among operators transporting goods to and from Burkina Faso by directly matching supply and demand in thereby contributing to the removal of the quota and queuing systems. TTEE and CBC agreed to collaborate on implementation activities of the platform on the Tema-Ouagadougou corridor. TTEE will be reviewing the implementation plan with CBC next quarter towards the pilot implementation on the Tema-Ouaga corridor commencing in July 2015.

Multifunctional Truck Prototype – The team procured a prototype of a multifunctional truck trailer. The prototype will be subjected to commercial design and production of multifunctional trailers through a challenge grant after establishing the commercial viability of the concept quarter. The commercial trailers will be adapted to carry general goods from coastal countries and livestock from the hinterland. Such trailers are expected to solve the current problem of lack of adapted vehicles for livestock transportation which leads to harassment. They are also expected to solve the problem of limited usage of conventional livestock transport vehicles by providing for the transportation of general goods on the return journeys to landlocked countries. The prototype has already been appreciated as a viable solution to road harassment for livestock transporters. A Short Term Technical Expert (STTE) has been identified to carry out a profitability analysis of the concept. The study is planned for the next quarter.

TORs for the Transport profitability study - TTEE has developed Terms of Reference (TORs) for Short Term Technical Assistance (STTA) to carry out a Transport Profitability Study. The profitability study is aimed at examining effect of proposed reforms on the viability of the transport sector on the Tema – Ouagadougou corridor. It is expected to provide lessons on how reforms and behavior change among transporters can increase rather than reduce profitability. The study is also expected to provide guidelines on the sequence of implementing reforms to support profitability for

different types of transporters operating on the corridor. The study is expected to begin next quarter.

2.3.2 STRATEGY #2: IMPROVEMENT IN ROAD GOVERNANCE.

Coordination and support to road governance – TTEE met with UEMOA officials and discussed possibilities of support the revival of OPA. UEMOA has submitted a formal request and Trade Hub is finalizing a 2-year, based on the recommendations of the the OPA steering committee meeting held in Niamey in February, 2015..The meeting had resolved that there must be a detailed sustainability plan for OPA to which the Trade Hub could offer support. The revived OPA will support monitoring the evolution of bribes and check points along the corridors.

TTEE is also working with ECOWAS to host a meeting on harmonization of indicators and data collection methodologies for the West Africa Regional Transport Observatory (WARTO).The meeting, of the WARTO Working Group (ECOWAS, UEMOA, USAID, THN, JICA, BA, ALCO, CILSS), is scheduled for April 2015, to at least, agree on common indicators and methodologies for monitoring road governance in the sub-region..

Advocacy and meetings to improving trade and transport environment on the Tema - Ouagadougou Corridor- TTEE team with Borderless Alliance and other stakeholders namely; the Ghana Shippers Authority (GSA), Conseil Burkinabe des Chargeurs (CBC), Ghana Ports and Harbour Authority (GPHA), National Facilitation Committee (NFC) met with Ghana Police to address the high number of check points and harassment on the Tema- Paga section of the Tema-Ouagadougou Corridor. The following were the resolution of the meeting:

1. There is a need to reduce the number of official check-points on the corridor, as has been done on the Aflao-Elubo corridor, where the number of official check points has been reduced to 7 (customs 2, police 5). The NFC would make necessary consultations and meet to arrive on the number of check point on the corridor
2. Information on the number of check points is to be officially set out by a directive from the Inspector-General of Police, and be widely publicized (radio, television, printed and social media, banners, etc) to create awareness for police officers as well as drivers and transport companies.
3. A joint control point is to be established at the Transit Yard to check compliance of vehicle and goods by Customs, GCNET, Police), and to issue a joint clearance certificate or sticker. This would serve as a laissez-passer for the vehicle along the corridor to avoid being stopped, especially by police.
4. The Non-Tariff Barriers (NTB) platform being established by BA, and well operating on Tema-Ouagadougou corridor, will be extended to the Ghana Police. The Police has agreed to provide police contact points for the system at national and regional levels in April 2015..
5. Develop an Action Plan indicating activities, costs, roles, and funding arrangements. The Plan is to be discussed in a follow-up meeting at a date to be fixed within one month, to adopt the plan and commence implementation.

The Trade Hub will support the implementation of the Action Plan in the context of concrete actions on the Tema-Ouaga Corridor. It is expected that this support will be coordinated with the USAID Ghana Mission, especially for actions in Northern Ghana. The GPHA has also indicated its willingness to contribute to the funding of the Plan.

TTEE, Borderless Alliance and other stakeholders met with the Commissioner General (CG) of the Ghana Revenue Authority (GRA). The meet discussed the charging of withholding tax on foreign trucks operating in Ghana and levying of full VAT based on transport charges that cover sections beyond Ghanaian borders for transit goods. The CG undertook to resolve the issues in line with

regional practices that require that withholding tax is not charged on foreign trucks ferrying transit goods and that VAT is only levied on transport costs covering portions within the Ghanaian territory. Follow up meetings with Commissioners in charge of Customs department, and Domestic Tax and Revenue Department are planned for April 2015.

2.3.3 STRATEGY #3: NATIONAL AND REGIONAL POLICY IMPLEMENTATION

Provide Support to ECOWAS for the study on evolution (volume, flows and issues) of intra-regional trade – TTEE team in collaboration with ECOWAS officials from the Directorate of Trade developed Terms of Reference (TORs) for the study on the evolution of intra-regional trade. The study is expected to assist ECOWAS in; defining the structure of intra-regional trade, identifying obstacles to the growth of intra-regional trade and prescribing policies and programs that will support growth in intra-regional trade. The study is expected to commence and end within the next quarter and its results will contribute to greater formulation of strategies to implement protocols on regional trade especially the ECOWAS Trade Liberalization Scheme (ETLS).

Conduct a study on Corridor Management in West Africa with focus on Tema-Ouagadougou Corridor – the team in conjunction with ECOWAS officials from the Transport Directorate developed Terms of Reference (TORs) for the study to develop a Regional Strategy for establishment of Corridor Management Committees (CMCs). The study will propose an implementable plan for the establishment of a CMC on the Tema- Ouagadougou Corridor by outlining an actionable road map . This will be a proposal on creating a permanent structure to address persistent problems affecting trade along the corridor. The study is expected to start in the next quarter is proposed to last five months.

Facilitate bilateral ISRT meetings for Côte d'Ivoire and Mali –TTEE participated in meetings organized by Borderless Alliance between Côte d'Ivoire and Mali to harmonize transit procedures and documentation between the two countries to create efficiency in transit trade between the two countries. The meetings were for Malian and Ivorian stakeholders involved in the planned implementation of a bilateral Inter-State Road Transit (ISRT) System between Côte d'Ivoire and Mali on the Abidjan- Bamako Corridor. The implementation of the ISRT aimed at general improvement in efficiency for transit trade between the two countries; involve the harmonization of processes and procedures including:

- Customs documentation for transit procedures
- Vehicle and goods tracking to enable seamless monitoring between Abidjan and Bamako
- Single guarantee payments
- Approved check/control points and itineraries on the Abidjan-Bamako corridor
- Connectivity of national customs computer systems.

The parties requested the Trade Hub to extend its support to the implementation of ISRT among four countries, Burkina Faso, Côte d'Ivoire, Mali and Senegal by supporting activities of the recently ended European Union (EU) Financed *Programme d'Appui au Commerce et à l'intégration Régionale (PACIR)*. The four countries have since adopted uniform transit procedures and are working towards interconnecting their systems. Due to this development, Trade Hub and Borderless Alliance will work with Côte d'Ivoire and Mali in the next quarter to review the initial plans and refocus activities towards implementing adopted procedures and customs connectivity. The implementation of

adopted procedures and Customs connectivity will lead to marked improvements in trade efficiency along the Abidjan- Bamako corridor.

2.3.4 STRATEGY #4: PROVIDE INSTITUTIONAL CAPACITY BUILDING FOR PARTNER ORGANIZATIONS

Evaluation of Borderless Alliance sustainability -Trade Hub provided technical assistance to support Borderless Alliance's ability to become financially sustainable. The activity included assessment of how the BA currently earns revenue and opportunities for non-dues revenue generation. Kanava International, a project subcontractor, held two days of meetings with BA staff and explored the following questions:

- What are BA's current funding sources, member benefits, and services provided
- Why members are not paying dues and how to rectify this situation
- Whether or not a non-profit can sell products or services
- Brainstormed ideas of what products/services it can provide for a fee, and how it might be able to reduce its budget, or get others to cover parts of its budget, thus reducing the deficit between revenue and expenses
- Discussed the roles and responsibilities of the Secretariat versus the National Committees, what activities the National Committees should/could take on and the issue of the National Committees not having funding to carry out the activities
- Provided a training session on how to price fixed price products, such as studies and trainings.

The technical assistance mission resulted in the development of a Fee for Service menu, which BA members can access at a discount, to increase its revenue stream. A pricing tool was also developed which identified focus activities that should either take minimal or no resources to implement and can bring in larger or a constant revenue stream. THN requested that the recommendations of the technical assistance be extended to management and operational sustainability. A retreat has been scheduled for May 2015 for the BA Executive Secretariat and National Committee members to discuss and adopt these recommendations for immediate implementation.

Support to Borderless Alliance's strategic planning – Trade Hub participated in executive and national committee meetings of Borderless Alliance held in Cotonou between 18th and 19th February 2015. The meetings evaluated Borderless Alliance's financial position and required reforms to support sustainability. Trade Hub represented USAID – West Africa and attended as a member of the Board of Advisors to Borderless Alliance. The meeting tasked the Executive Secretary to prepare a reform plan that will be discussed at the National Conference in May 2015.

2.3.5 STRATEGY #5: TRADE POLICY ENVIRONMENT IMPROVEMENT

Study on implementation of express lane for ETLS and other non-dutiable goods -TTEE has begun to identify experts for preparing the plan for an Express Lane for ETLS and non-dutiable goods at Paga and Dokola border posts on the Tema- Ouagadougou. The plan/ study is expected to take place in the third quarter. The implementation of the express lane will reduce the time taken to cross borders and reduce on cost to trade across borders especially for value chains falling under the ETLS.

Support to Border Information Centres (BICs) - Trade Hub through a grant provided to Borderless Alliance continued to support activities of Border Information Centers (BICs). The support is in the form of meeting operating costs for BICs.

2.4 CONSTRAINTS AND SOLUTIONS

In this quarter the level of implementing some activities has been influenced by the pace of response from some partners. In some cases there are delays in responding or providing required information to permit TTEE to move the process forward. TTEE will seek improvement with key partners and ensure that outstanding information or actions are provided in good time.

Further, mandates of regional organizations like ECOWAS and UEMOA extend beyond Trade Hub focus countries. The differences in geographic coverage between Trade Hub's and Regional Economic Communities' (RECs) mandates presents challenges in agreeing on the scope of support that Trade Hub can offer to regional activities and this has led to lengthy discussions or in some cases abandonment of certain activities.

2.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

- Hold a Trucking professionalization workshop in Ouagadougou
- Carry economic analysis of the multifunctional trailer for transportation of livestock and general goods, and start
- Start implementing technical support to UEMOA to resume OPA activities
- Organize and participate in the meetings and activities for the Regional Trade and Transport Facilitation Observatory planned for April 2015.
- Carry out a study on establishing and operating a pilot express lane at borders for non-dutiable and agricultural ETLS Products at Paga/Dakola (Ghana/Burkina Faso) border - Study expected to commence and completed with the quarter.
- Conduct the transport profitability study to evaluate the effect reforms and on profitability of transport firms on the Tema-Ouagadougou Corridor.- Study expected to commence and completed within the quarter
- Support ECOWAS Directorate of Trade to conduct study on the evolution of intra-regional trade with a view to prescribing policies and programs to transform informal “unrecorded” to formal trade.- Study expected to commence and completed within the quarter
- Support ECOWAS Directorate of Transport to conduct a study to develop a Regional Strategy on the establishment of Corridor Management Committees (CMCs) with a pilot on Tema- Ouagadougou Corridor.- study expected to commence next quarter and last for five months
- Carry out follow up activities with CBC on the implementation of the Freight Exchange Platform on the Tema- Ouagadougou Corridor
- Participate in the fourth annual Borderless Alliance Conference planned in Abidjan on May 19th.
- Refocus ISRT activities on the Abidjan-Bamako towards implementation of adopted procedures – adjusting the roadmap of on- going ISRT activities between Côte d'Ivoire and Mali.

3. SUPPORT TO REGIONAL VALUE CHAINS

3.1 KEY ACHIEVEMENTS/RESULTS

3.1.1 LIVESTOCK VALUE CHAIN

- Supported negotiations for the eventual sale of 50 fattened cattle and 250 small ruminants from Mali to Cote d'Ivoire as a test case prior to development of a medium term commercial relationship. The estimated value of this shipment will be approximately \$75,000.

3.1.2 CEREALS VALUE CHAIN

- Completed an investment mapping exercise along the Bamako – Abidjan corridor that identified several potential areas to expand maize trade within the region.

3.2 WORK PLAN OBJECTIVES

3.2.1 LIVESTOCK VALUE CHAIN

FY 15: The Trade Hub will assist the private sector regional association to become more proactive and expand its membership.

3.2.2 CEREALS VALUE CHAIN

FY 15: The Trade Hub will help the regional private sector association attain minimal operational standards to support its member companies in their commercial operations.

3.3 ACTIVITIES IMPLEMENTED THIS QUARTER

3.3.1 LIVESTOCK VALUE CHAIN

- 3.3.1.1 Strategy #1: Increase the number of quality fattened animals that arrive in coastal market countries, such as Ghana, Senegal, Cote d'Ivoire, Benin, Togo, and Nigeria.**

Training of Trainers (TOT) for cattle fattening, part 2: A workshop was completed in Burkina Faso to share best practices about animal fattening for regional trade. This was the second part of an activity begun earlier in the fiscal year (a similar work shop in Mali in November 2014). The workshop focused on improved feed and health practices, business and financial management, and the organization of operators, was organized in Burkina Faso to continue support COFENABVI to enhance service provision to its members. The training provided operators with tools to modernize and commercialize livestock fattening units (cattle and sheep), improve quality, and meet the growing demand for livestock products in the regional and sub-regional markets.

A larger and more regular supply of fattened red meat is becoming an important objective of wholesalers in larger markets in West Africa, such as Abidjan. This has been confirmed in follow on work from the Mali work shop and the livestock mapping exercise completed in the previous reporting period. Supporting a similar network in Burkina Faso to participate in expanded trade opportunities for Cote d'Ivoire and other similar larger urban markets is an important objective in the medium term.

Additional follow on support for the networks in both Mali and Burkina Faso will be included in the Trade Hub grant to COFENABVI that will start during the next reporting period (discussed in more detail below).

Outcomes of the cattle fattening activity included:

- Eighteen participants (14 men and 4 women) were trained on livestock fattening techniques. Participants are members of livestock cooperatives belonging to the Burkina national federation that make up COFENABVI-AO.
- Topics included business and financial management of livestock fattening operations. Among the participants, two participants (one man and one woman) from the Niger Livestock Federation shared their experiences as resource persons.
- The creation of a network of livestock fattening operators has been established in Burkina Faso and focal points were identified in each of eight regions. A national Coordinator within Burkina Livestock National Federation (FEBEVIB) was appointed to coordinate activities within the network to work closely with the focal points in Burkina and liaise with Mali's network.

Follow-on support to facilitate formalized

livestock trade between Mali and Cote d'Ivoire: The final report of the investment opportunity/mapping exercise completed in December 2014 included the following key recommendations:

- Exploring opportunities to expand trade in fattened cattle in Côte d'Ivoire, Ghana, and Senegal.
- Joining forces with the Trade Hub's financial and investment services team and Financial Access Facilitators in Mali and Burkina Faso to identify cattle-fattening enterprises that could, with technical assistance and financial management training, access formal credit or structure credit arrangements for feed suppliers or finished cattle buyers.

The team made an initial contact with a wholesaler in Abidjan interested in accessing fattened meat from Mali on a regular basis. A short term technical assistance program was developed to support this buyer-seller linkage. The consultant worked with the network of fatteners in Mali to develop marketing plans in the medium term to provide a regular supply of livestock for this client. Separate meetings were held with the wholesaler in Abidjan to confirm his interest and willingness to enter into a formal agreement.

As of the end of the reporting period, the Mali livestock federation, FEBEVIM (representing the animal fatteners' network) had begun negotiation with the wholesaler, PROSUMA for the provision of 50 head of cattle and 250 small ruminants. Trade Hub staff did not participate directly in the negotiations but did advise both parties with regard to timing and logistics. FEBEVIM has invited the PROSUMA procurement director to Mali to visit the fattening enterprises. PROSUMA has requested cattle of at least 400 kgs and small ruminants of 25–35 kgs for this initial shipment.

The Trade Hub has shared with both parties a model contract for the sale of livestock in a regional trade agreement. The objective is to ensure that both parties understand and agree to key provisions related to period of performance, quality of the animals, financial responsibilities and payment terms. As of the end of the reporting period, the contract was under negotiation. A sale is expected and the transport of the animals should take place in early April 2015.

One of the Financial Advisors in Mali who has begun working with the Trade Hub met with FEBEVIM to discuss the access to finance program and how a regional trade program for fattened livestock could benefit. Part of the follow on STTA program to support the test contract included meetings with Financial Advisors in both Mali and Cote d'Ivoire. These contacts will be expanded upon to support a medium term contract that should be pursued during the next quarter.

3.3.1.2 *Strategy #2: Improve veterinary services provided for animal health both prior to and after transport.*

Activities to be completed next quarter

3.3.1.3 *Strategy #3: Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities.*

During this quarter, four (4) women in Burkina attended the workshop and have been increased their knowledge of cost-benefit analysis in order for livestock fattening operators to increase profitability of their operations and enhanced their knowledge on simplified accounting systems, including budgeting, cash flow and income analysis, and supply chain management.

The next quarter, the Gender specialist will hold some meetings in Burkina, Mali, Senegal, Niger and Ghana to realize sensitizations sessions with the National livestock federations and COFENABVI on women integration in the livestock value chain associations from the basic membership to the regional association.

An action plan will be developed during a debrief meeting with COFENABVI to more involve and integrate women in the livestock value chain.

3.3.1.4 *Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations.*

Provide capacity building grant for COFENABVI: A Trade Hub team worked with the COFENABVI leadership to prepare a grant application. The two days of discussions included representatives of COFENABVI from six countries: Burkina Faso, Benin, Cote d'Ivoire, Mali, Niger, and Togo. This grant will enable the organization to improve service delivery to its national federations and thereby attract, expand and retain a dues-paying membership, which would promote the sustainability of COFENABVI. As a result of these meetings, COFENABVI is finalizing their application, which we expect to receive shortly.

Provide technical assistance to consolidate national cooperative basis for a national federation to join COFENABVI: Trade Hub included in its activities, membership drives to expand presence in the region and strengthen national affiliates as a means to promote financial sustainability of COFENABVI. As part of the capacity Building activities included in the work plan, this activity aims to support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations.

An initial contact between COFENABVI-AO and the Ghana livestock associations were organized at the end of the reporting period. The medium term objective is to initiate contacts between COFENABVI and Ghana Livestock associations to enable them to renew their previous relationship and to provide technical support to consolidate Ghana national cooperatives for a national federation to join COFENABVI.

Trade Hub will follow on this activity by giving a technical and financial support to organize the general constitutive assembly to establish the National Livestock federation and provide further technical assistance to this Federation to join COFENABVI.

3.3.1.5 Strategy #5: Support operation of a Livestock MIS.

Provide technical innovation grant to improve MIS functioning of the value chain and overcome existing constraints: The Trade Hub MIS Specialist participated in the meetings with COFENABVI to present the structure of a proposed grant to establish an improved regional platform for the livestock value chain. This support would be separate from the capacity building grant that has been designed. As of the end of the reporting period, the Trade Hub has issued a tender for concept notes:

The selected service provider will provide technical assistance to support COFENABVI establish a livestock market information system in the 8 countries where COFENABVI is currently represented. The market information system will be managed by the COFENABVI secretariat at the regional level and by national federations at the country level. Data collectors will be identified in the main livestock markets in the respective member countries and trained on the use of the system. Information to be collected and disseminated on a real time basis includes

The selection of the service provider and negotiation of a contract will be completed during the next reporting period.

3.3.2 CEREALS VALUE CHAIN

3.3.2.1 Strategy #1: Identify key constraints to increased cross-border marketing of cereals during periods of food insecurity and develop action plans to alleviate such constraints.

Complete cereals mapping exercise along one target corridor to identify site specific constraints and opportunities: A Trade Hub team completed an exercise to identify opportunities to increase cereals trade along the Bamako – Abidjan corridor. The objective was to develop a more detailed understanding of the existing and potential linkages between cereals traders and processors in both countries, especially with regard to potential markets. The team met with value chain stakeholders in Mali and then travelled along the corridor to Abidjan, completing field interviews in several cereals markets in northern and central Cote d'Ivoire.

There are significant investments underway in northern Cote d'Ivoire to increase maize processing in the short term. The capacity of national production to support this increased processing is limited and provides an opportunity for other sources of maize (i.e. southern Mali) to fill this niche. Increased demand for animal feed is taking place in all the coastal markets and will be

The principal conclusions from the cereal trade opportunity mapping exercise are:

- Rain-fed cereals (maize, sorghum, and millet) move across borders in response to rainfall differences across countries, leading to a patchwork of surplus and deficit zones that vary from year to year
- The rice trade in West Africa is dominated by imports of Asian rice. West African rice production will expand but surpluses will substitute for Asian imports. Opportunities to trade West African-grown rice across borders will grow, albeit slowly.
- Maize has the greatest medium-run potential for intra-regional trade. Demand for animal feed is surging West Africa. This is propelling maize demand and intra-regional trade in the value chain.

part of the Trade Hub's trade facilitation during the next two years. One critical conclusion from this study for the maize value chain is that regional trade flows are not just one way as there are processors in the major markets that are seeking maize in neighboring countries (e.g. Mali processors in Burkina Faso).

Advocacy planning to follow up on cereals export ban study: The study of potential export bans in the region, completed during the last reporting period, identified three countries with defacto bans in place: Burkina Faso, Mali and Togo. In each case the rationale for the export bans were different and required a country-specific strategy to address the policy. The Trade Hub staff communicated with WAGN, ROPPA and the regional organization Afrique Verte to discuss an advocacy program in the face of these policies.

This work is on-going and specific meetings with key policy makers will be scheduled during the next reporting period.

Parboiled rice strategy development: A Trade Hub team visited the Bama – Kouri corridor in southern Burkina Faso in December 2014. This corridor includes a significant amount of parboiled rice processing for regional trade. Follow up to this visit during the reporting period included meeting with on-going research in Ghana to develop and promote improved technologies for parboiling and development of a draft strategy to provide improvements in the value chain, focused on processing and marketing. The objectives of this draft strategy include:

- Increase availability, accessibility, and utilization of improved technologies and equipment for efficient commercial rice parboiling.
- Promote entrepreneurship in the rice parboiling sub-sector through support for [woman-owned] small and medium enterprises (SMEs) [agri-business incubation]
- Improve quality and packaging of parboiled rice
- Improve the market system for parboiled rice as a means to increase demand, consumption, and profitability.

Follow on activities to support this work will include establishing a formal relationship with the Union of Women's associations that manage this value-added program. This work will also be reflected in the Trade Hub program for the rice value chain generally, working with ROPPA (discussed below in more detail).

3.3.2.2 *Strategy #2: Develop and implement an institutional-strengthening program for WAGN to increase the level and quality of services it provides to its members while making it more sustainable as a member-driven organization. Included is a training of trainers program for improved agricultural productivity for WAGN member producer associations.*

Provide organizational support and TA for improved capacity development and strategic planning of WAGN: During the reporting period, WAGN completed the process to recruit and identify an Executive Secretary for its base to be established in Lome. This process included a General Assembly of the organization that took place in Lome in late January (with Trade Hub participation). The establishment of an operational Executive Secretariat had been identified an important pre-condition for the Trade Hub to begin its technical assistance to improve the organization's capacity to represent the value chain at a regional level. A candidate had been selected and confirmed by the end of the reporting period. A physical location for the secretariat had been secured and it is expected that this will be staffed and equipped during April.

During the WAGN General Assembly, the Memorandum of Understanding (MOU) (or Letter of Collaboration (LOC) was signed with the Trade Hub.

WAGN received the initial tranche of funding from ECOWAS in late 2014. This funding was used for the recruitment of the Executive Secretary and the organization of the General Assembly to complete this selection process. The Trade Hub participated in a meeting with the other donors who will be supporting WAGN during the next two years (AGRA; CTA/EU and the FARM Foundation). A separate grant from AGRA for the ES's operations was developed with Trade Hub assistance and should be funded during the next reporting period.

Trade Hub staff will begin working with the Executive Secretary in Lome to provide technical assistance and other support when he assumes his position.

The Trade Hub held two days of consultative meetings with staff of the ROPPA (West African Agricultural Producers and Farmer Organizations Network in English). This organization has been in existence for the past ten years and works in thirteen countries. While the majority of its efforts are focused on increased production of cereals (and more recently livestock and fisheries), they are becoming more focused on promoting regional trade.

An OCAT was completed for both ROPPA and the formal working group that supports the rice value chain (CRCOPR). The interactive discussions explored areas of collaboration with between the Trade Hub and ROPPA, particularly with the CRCOPR on the rice value chain. A detailed OCAT report is being drafted by the Capacity Building team.

Negotiations for a Letter of Collaboration with ROPPA have been completed and this document was signed at the end of the reporting period. The initial activity will be to support and participate in a regional conference on the rice value chain, to take place in early April. Other activities to be supported will be identified during the next quarter.

3.3.2.3 *Strategy #3: Increase access to “real time” MIS data for major cereals, increase market information transparency.*

Provide technical support to RESIMAO by applying MIS study recommendations.
Organize a regional training of national administrators (2 per country) of the RESIMAO platform: Planning was completed to implement a technical assistance program to address all the issues and constraints identified on the RESIMAO platform during the Trade Hub-supported regional IT experts meeting held in Lome in November 2014. This exercise of approximately six weeks will start in April. A candidate has been identified and submitted for USAID approval.

Provide a performance-based grant with RESIMAO: Trade Hub staff met with the leadership of this regional MIS platform at the end of the reporting period to review their strategic planning and how the Trade Hub can most effectively support this. An MOU has been signed and was the basis for these discussions. One area to be supported will be the RESIMAO objective to create an Executive Secretariat (for which ECOWAS funding has already been received). The details of this support will be presented in a technical application for Trade Hub grant funds. In addition, the Trade Hub MIS Specialist will be available to provide regular technical assistance and mentoring during the next year.

MIS Collaboration with ROPPA: During the OCAT assessment that was completed with ROPPA, it was learned that this regional platform organization had two on-going initiatives to identify the best way to provide better access for their members to market information::

- The family farm observatory

- Regional cereal exchange initiatives

Through these initiatives, the Trade Hub project will support ROPPA to develop directories of its members. These directories will be uploaded into the RESIMAO and COFENABVI market information systems for them to start receiving market information.

3.4 CONSTRAINTS AND SOLUTIONS

The Trade Hub conducted an internal scanning of the work completed during the first year of this contract, with specific regard to targets, results achieved and methodology for the regional value chains.

The conclusions from this exercise are summarized below:

- The past year has confirmed that there is a wide divergence in institutional capacity of regional value chain platform organizations. These differences have necessitated an organization-specific approach to program Trade Hub support, which has reduced LOE for activities focused on increasing regional trade and reducing non-tariff barriers.
- Capacity-building for these partners should remain a set of Trade Hub activities, but a modified approach linking key member companies to Trade Hub support for expanded trade should be considered. The recent livestock mapping exercise along the Bamako – Abidjan corridor has identified an opportunity to create an export relationship between Malian animal fatteners and an Abidjan-based wholesaler. A similar effort for animal fatteners from Burkina Faso is anticipated during the next two months. The current effort to link Mali fatteners with the Abidjan wholesaler will be a workable model for creating export relationships with wholesalers in Dakar, Accra and potentially Cotonou/Lome (from both Mali and Burkina).

This modified approach on direct trade facilitation is reflected in the follow on activity for the livestock value chain completed during the reporting period and is further reflected in the recommendations from the cereals mapping exercise completed in February.

One recommended activity to be pursued as a solution that is applicable to both value chains is increased adoption of written contracts. Both parties to a transaction agree to the terms there-in; this is an area where the Trade Hub can add value. This would also increase the potential for the same companies to have access to finance in the subsequent medium term. This recommendation is further developed in Chapter 7.

3.4.1 LIVESTOCK VALUE CHAIN

One conclusion of the follow on STTA to support a new commercial relationship between Mali and Cote d'Ivoire was that the Malian livestock fatteners do not yet understand nor appreciate the need for a different business model to accelerate their enterprises. FEBEVIM is a credible and committed partner. However a more targeted approach within FEBEVIM is needed to empower a smaller group of entrepreneurs that understand the importance of doing business in a different way. One example of this is undertaking market surveys to better understand the needs of their clients and just as important the competition that exists. Based on this type of survey a marketing plan can be developed to support successful implementation of a more realistic business plan.

The adoption of formal contracting is part of this process but the more critical aspect is a change of attitude about how to be successful at business. This type of intangible objective will directly support enhanced trade in the short term.

3.4.2 CEREALS VALUE CHAIN

The mapping exercise identified potential to expand maize trade within parts of the region, but the non-trade barriers remain as a constraint. It was learned that traders are able to complete intra-regional trade by avoiding key border crossings and/or payment of non-official rents. There is significant two-way trade of maize within southern Mali, northern CDI and southeastern Burkina Faso. Much of this trade is not documented but the fact that large processors are being established in all three countries is evidence that the increased maize will have an end use. The main reason for these new processing enterprises is animal feed but a growing end use for human consumption is also in evidence.

Supporting increased linkages for this “maize triangle” in the sub-region will be pursued during the next reporting period (and further presented in Chapter 7).

Inter-actions with different stakeholders of the cereals value chain have reinforced that there is limited understanding of how aflatoxins can and should be considered in regional trade. This is an issue linked to Grades and Standards but has a direct impact on the success of a commercial transaction, especially if the seller has limited understanding of how aflatoxins can develop and what steps can be taken to prevent this.

The Trade Hub will develop an activity to expand upon an ECOWAS program on improving aflatoxin management and control - Partnership for Aflatoxin Control in Africa (PACA). The impacts of aflatoxin have direct consequences to the health, agriculture and trade sectors. ECOWAS issued a “Call to Action” in November 2013 within these three sectors to improve management and control of aflatoxin in West Africa. The Trade Hub will organize a regional technical and policy workshop about this important issue to follow on and reinforce what has taken place since late 2013. The focus of this activity will be inclusion of aflatoxin as a critical standard to be monitored in formal for regional cereals trade. The timing for this workshop will be confirmed but should take place before July 2015 planting season is completed. This will also provide clear rationale for specific Trade Hub follow on activities to be included in the FY 16 project work plan.

3.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

3.5.1 LIVESTOCK VALUE CHAIN

Follow On

- Support test contract and medium commercial relationship between Mali and Abidjan wholesaler

New

- Technical assistance to complete a “gap analysis” of the relationship between ministry technical services and the cadre of COFENABVI Para-vets posted at out-shipping & arrival points
- Organize two workshops to review SPS export regulations and constraints on the Mali – CDI and Mali - Senegal border, making available to COFENABVI and national federations for

dissemination and ownership by its members

- Workshop for a gender plan action for COFENABVI
- Provide capacity building grant for COFENABVI
- Provide technical innovation grant to improve MIS functioning of the value chain and overcome existing constraints

3.5.2 CEREALS VALUE CHAIN

Follow-on

- Continue advocacy with regard to export bans (and how these depress regional sales)
- Recommendations from investment opportunity report to identify potential test contract

New

- Plan and organize a regional work shop to update and document best practices on aflatoxin management and control in the trade, agricultural and health sectors. These will be reflected in improved model contracts for regional cereals trade.
- Provide organizational support and TA for improved capacity development and strategic planning of WAGN
- Identify activities to support ROPPA
- Begin implementation of parboiled rice strategy
- Complete technical support to RESIMAO by applying MIS study recommendations
- Complete a performance-based grant with RESIMAO
- Provide TA to collect WAGN member contacts in 4 member countries

4. SUPPORT TO GLOBAL VALUE CHAINS

4.1 KEY ACHIEVEMENTS/RESULTS

4.1.1 CASHEW, SHEA, MANGO VALUE CHAINS

The focus of work during the reporting period for the cashew and shea value chains was development of grant proposals to improve the quality of services provided by each organization to the different members of the respective value chain. The ACA grant is being reviewed by USAID, the GSA grant will be sent to USAID for their review and approval in April.

For the mango value chain, the project worked with lead firms in Burkina Faso, Ghana, and Senegal to identify the most promising “niches” where Trade Hub support can lead to increased exports. \$3 million of opportunities were identified. Technical assistance was also provided to the largest mango exporter in Ghana to enter the Nigerian market.

4.1.2 APPAREL VALUE CHAIN

The Trade Hub accentuated its collaboration with the Ministry of Trade and Industry (MOTI) and the Ghana Export Promotion Authority (GEPA), the implementing agency of the National Export Strategy, and other stakeholders such as the Export Development and Agriculture Investment Fund (EDAIF).

Subsequent to the Trade Hub’s inputs to the Ghana National Export Strategy, MOTI sent an apparel work plan to lead apparel firms, DTRT and Lucky 1888 Mills for completion that seeks to identify the major challenges impeding progress of their activities, as well as those of the Association and its members, with plans to address them. The Trade hub team provided support to the lead firms in providing relevant feedback and completing the document, that will serve as a guideline to the Ghana Export Promotion Authority (GEPA) in preparing a timeline and budget for the outlined activities. Additionally, the Trade Hub provided assistance to the apparel team leader at GEPA in preparing the timeline and a draft budget to be submitted to the Ministry of Trade and Industry.

The Trade Hub held a meeting with the Director of Operations at EDAIF that revealed that DTRT’s grant application is receiving serious attention pending its submission to the Board in April, 2015. This follows the Chief Executive and Director of Operations recent visit to the factory premises.

The Trade Hub facilitated an introduction of Made in Africa (MiA), a U.S. investor/buyer, to members of the Association of Ghana Apparel Manufacturers (AGAM), and subsequently visited nine apparel factories, as well as the International Trade Center’s (ITC) Ethical Fashion/Product Development Center.

4.2 WORK PLAN OBJECTIVES

4.2.1 CASHEW VALUE CHAIN

FY 15: The Trade Hub will assist the regional private sector alliance to increase local processing of cashew nuts and an overall increase in raw and semi-processed nut exports.

4.2.2 SHEA VALUE CHAIN

FY 15: The Trade Hub will assist the regional alliance to more effectively support the harvesting, storage, and transport of improved quality shea kernels for export from West Africa.

4.2.3 MANGO VALUE CHAIN

FY 15: The Trade Hub will assist the regional export platform, national private sector associations and lead firms in four countries to increased mango exports.

4.2.4 APPAREL VALUE CHAIN

FY 15: The Trade Hub will assist lead firms in three countries in the region to increase apparel production within the value chain for export to the US and other markets.

4.3 ACTIVITIES IMPLEMENTED THIS QUARTER

4.3.1 CASHEW VALUE CHAIN

4.3.1.1 Strategy #1: Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system.

Provide TA to ACA environmental examination study, with explicit emphasis of management of the waste stream: a Terms of Reference for this study was drafted during the quarter and discussed with ACA. During this meeting, it was determined that ACA will receive separate support from the African Development Bank to complete a similar study for the cashew value chain throughout Africa and including the major processing companies in Asia. It was decided that the Trade Hub study would be completed to complement the larger study. Three francophone countries would be visited as Ghana is part of the other study. Recruitment to identify the consultant to complete this assignment was underway at the end of the quarter.

4.3.1.2 Strategy #2: Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.

Develop gender strategy for ACA: preliminary discussions about this activity took place within the context of ACA's grant application. This activity will be implemented the next quarter to promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.

4.3.1.3 *Strategy #3: Strengthening capacities of member-based organizations, including their ability to deliver support services to producers.*

Provide direct capacity building support grant to ACA: The technical and cost application for a Trade Hub Grant was finalized and submitted to USAID for approval during the quarter. ACA was requested to provide complementary information about this proposed program and its relationship with other donor-funded activities underway.

TOT to facilitate ACA in conducting participatory self-assessments using OCAT for select national associations: The capacity Building team will organize follow up meetings with ACA national associations for the next quarter for to facilitate OCAT sessions between ACA and their national associations. The OCAT sessions will identify strengths as well as gaps where Trade Hub can support and add value. This activity will provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.

4.3.1.4 *Strategy #4: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.*

Activity Scheduled for later in fiscal year.

4.3.1.5 *Strategy #5: Support improvements in ACA's MIS with regard to increased access by member companies to cashew product data (prices and key production costs).*

Conduct a study to identify cashew stakeholders' market information needs and propose a strategy for an MIS to respond to these needs: Work has begun with ACA to organize a meeting that will help identify Cashew sector actors market information needs and develop an action plan for the ACA MIS to respond to those needs. A consultant will be hired and a consultative meeting regrouping key players of the value chain organized to discuss issues encounter by market actors and identify priorities. Based on this information the consultant will develop an action plan that will serve as road map for improving ACA MIS services and make sure the information produce respond to the Cashew actor's needs.

Several ACA activities to be supported under the proposed Trade Hub grant will be focused on MIS development.

4.3.2 SHEA VALUE CHAIN

4.3.2.1 *Strategy #1: Support on-going advocacy efforts to have shea butter accepted in the US as a Chocolate-Based Equivalent.*

Provide advocacy support to key stakeholders in the value chain with regard to Shea suitability as a CBE: STTA was begun to conduct research to assist the GSA in providing information and advocacy to change or advocate the definition of chocolate and chocolate products in the Standard to model the European Union definition, which includes including Shea as a non-cocoa vegetable fat substitute, thereby expanding the international use of Shea in chocolate products. This effort is ultimately to secure FDA approval for increased use of shea products and by products within the US market. This work was underway as of the end of the reporting period.

4.3.2.2 *Strategy #2: Support GSA efforts to improve its member's capacity to identify and collect improved quality shea nuts.*

Provide capacity building grant in support of GSA's improved warehouse initiative: A revised technical and financial application for the Trade Hub grant to be used in support of a GSA improved warehouse initiative was received at the end of the reporting period. The Trade Hub grant will be used specifically for business management training of women's groups that will benefit for warehouses constructed and donated by private sector sustainability partners of the GSA. Final review of this draft is underway but it is expected that this document will be submitted to USAID for review and approval in April.

4.3.2.3 *Strategy #3: Strengthening capacities of national associations, including their ability to deliver support services to producers.*

Provide training on formalization and professionalization of national associations in order to expand membership: After several meetings with GSA, the capacity Building team will follow up with GSA national associations for the next quarter and:

- Conduct assessments of the national associations of Ghana, Benin, Mali, and Cote d'Ivoire. Trade Hub capacity building team held initial discussions with the coordinators of these national associations during the international shea conference in Burkina Faso. Follow on field visits with the wider membership will take place in the next quarter. These discussions will identify areas of weakness where Trade Hub might provide direct capacity building support to the respective national associations.

Trade Hub staff attended the 2015 international GSA conference, themed, Shea 2015: A Promising Future held in Ouagadougou, Burkina Faso. Trade Hub gave presentations on 1) Business Planning and Market Information Systems for Shea SMEs; 2) The Role of the ATRCs in promoting exports of Shea; 3) Trade Hub approach to facilitating access to finance.

4.3.3 MANGO VALUE CHAIN

4.3.3.1 *Strategy #1: Support ECOWAS program to standardize and improve mango quality and post-harvest practices throughout the West Africa region.*

Disseminate information about improved quality seedlings (technical documents): The Trade Hub is discussing with other donor and technical assistance projects in the three target countries to promote a coordinated approach to implement planned activities for an integrated pest management (fruit fly control) in West Africa. Training proposals were received on fruit fly control from Ghana by two mango associations (Yilo-Krobo and Dangme-West Mango Farmers), a processor/exporter and an exporter (Bomarts Farms and Evelyn Farms respectively) that will be reviewed and implemented in the next quarter.

The Trade Hub held discussions with PAFASP, Cadre Intégré Renforcé, SNV (implementing partner of CIR) and APROMAB ((a key national inter-professional association) in Burkina Faso, and with CFAHS (key national inter-professional association), Cadre Intégré Renforcé (UNMO-CIR) and DPV in Senegal. All parties in Burkina Faso, as well as Senegal have agreed to sign a general MOU to collaborate for trainings on best practices for mango production, fruit fly management and control to promote mango exports.

The Trade Hub participated in the Mango Round Table discussions organized by GIZ in Ghana to evaluate the current problems faced (particularly fruit fly infestation and flowering induction) during

the previous mango season in Ghana. Participants at the meeting agreed on the formation of a National Governing Board for Mangoes in Ghana and were tasked to prepare the constitution and bylaws of the board.

4.3.3.2 Strategy #2: Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa and the US (longer term), and within the West African region, including supplies to the processing industry.

Establish working groups in three pilot countries to develop export opportunities: The Trade Hub supported Blue Skies, a fruit processing company based in Ghana, to meet the import requirements by the Nigerian National Agency for Food and Drugs Administration and Control (NAFDAC) for the import of processed juice into the Nigerian market. The Trade Hub facilitated the authentication and final approval of the company's documents submitted to NAFDAC by the Nigeria Embassy in Ghana to enable the company to market its fresh juice products in Nigeria.

The Trade Hub held discussions and will explore collaboration with ASEPEX (Senegal), the Chamber of Commerce and Industry (Burkina Faso), possibly GEPA and the Chamber of Commerce and Industry (Ghana) to promote mango exports (fresh and processed). Some of the institutions are involved in promoting participation in trade fairs, export promotion training programs, packaging and branding, supporting certification (GlobalGap, Fairtrade, organic, HACCP, IFS, etc.).

The Trade Hub, in its efforts to promote international trade, is currently working with Bomarts Farms to facilitate USDA FDA inspection of Bomarts' factory for dried mangoes, and HPW's participation in the Sweet and Fancy food fair in Chicago in May 2015. Efforts are also underway to facilitate supply contracts of both fresh exports and fresh processing grade mangoes between producers and exporters in the various countries for the upcoming season and off season periods.

4.3.3.3 Strategy #3: Support national associations to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance.

Negotiate MOU with AAFEX and negotiate capacity building grant: The Trade Hub signed an MOU with AAFEX and will be meeting with the Executive Board and technical team of AAFEX next quarter to discuss specific activities targeting the goal of strengthening the mango value chain stakeholders.

Organize national mango value chain inter-professional associations and provide training on formalization: The Trade Hub will focus on building stronger inter-professional working groups in Burkina Faso, Ghana and Senegal in the short term before working on the formation of a regional mango-specific platform to support the development of the overall value chain. There is interest about the creation of a regional platform for the mango value chain. However, it is essential to have strong national inter-professional associations working together on critical issues affecting the mango industry such as fruit fly management and control, promoting regional and international trade.

A field visit by the Mango Value Chain specialist and the Capacity building team enabled discussions with mango producers, exporters associations, processing companies, and other technical and financial support institutions on synergies in the implementation of activities in the mango sector. The process of establishing an inter-professional association is ongoing and the team will identify ways to build the capacities of the national associations' in the three countries (Ghana, Burkina and Senegal) to become strong and viable association.

4.3.4 APPAREL VALUE CHAIN

4.3.4.1 *Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking designer/African fashion manufacturers to international buyer enquiries and exporters/export ready companies to mass volume sourcing requirements/enquiries.*

The Trade Hub accompanied two representatives of Made in Africa (MiA) and Piece & Co. to carry out further assessment of apparel companies in Ghana, all of whom are members of the Association of Ghana Apparel Manufacturers (AGAM). The companies were; DTRT Apparel, Precious Textiles, KAD Manufacturing, Nallem, Rim Artex, Sleek Garments, Lemdor, Maa Grace and Global Garments as well as the ITC Ethical Fashion/Product Development Center. The Trade Hub provided insight that contributed to their understanding of the apparel landscape in Ghana.

At the end of the exercise, 3-5 potential factories have been identified and it is expected that 1-2 factories will be determined for the Fair Trade pilot program. MiA company profiles are being completed and complemented by the Trade Hub's own company profiles and these will be presented at the Africa Manufacturing Summit in New York at the end of April 2015. MiA is expecting to commence with orders and production matching with pilot factories in the second half of 2015.

The Trade Hub linked the company ANC in Benin with DTRT in Ghana. The General Manager of ANC is visiting Ghana toward the end of March to evaluate the B grade fabric produced by DTRT, in the perspective of using the fabric in training their new sewing operators (rather than using more expensive A grade fabrics).

4.3.4.2 *Strategy #2: Promote adoption of “Fair Trade” policies and work to institute a Worldwide Responsible Accredited Production (WRAP) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all points in the value chain.*

Consumers and brands are increasingly seeking to be associated with companies that have a good story to tell or are making a positive impact on society at large, to remain competitive. The Trade Hub supporting Made in Africa's activities that seek to promote “Fair Trade” as part of its ‘Future Factory’ initiative.

The factory evaluations focused on the following criteria:

- Worker handling – Age of workers, wages and benefits paid, and a clean and hygienic working environment.
- Health and Safety issue – Location of the factory, policy on fire prevention, evacuation processes and equipment in place, and product safety (e.g. metal detectors for broken needles or broken needle policy in place).
- Factory Management – Any positive social and environmental impact, how does it reflect respect for factory personnel (e.g. Reliable payroll, overtime levels etc.).

4.4 CONSTRAINTS AND SOLUTIONS

4.4.1 CASHEW VALUE CHAIN

The delay for ACA to start its grant was unexpected. The decision to start other MIS activities is partly a result of the delay to start the overall grant program. Other planning by the Trade Hub to develop training curriculum for factory management will proceed, with the expectation that complementary activities in the Trade Hub grant will start in the short term.

4.4.2 SHEA VALUE CHAIN

The grant to be provided by the Trade Hub will be a contribution to a larger initiative that GSA is starting within the region. The improved warehouse initiative is expected to leverage significant private sector resources to the actual warehouse construction and the Trade Hub support will be focused on capacity building of the women's association who will be charged with managing each warehouse.

GSA has not yet announced the start of this program specifically the construction of the warehouses throughout the region. This needs to take place before any Trade Hub support for capacity building is provided.

4.4.3 MANGO VALUE CHAIN

There was indiscriminate spraying of chemicals to fight fruit flies during the short season in Ghana (December 2014). This resulted to some extent in floral abortions and a reduced harvest. The upcoming season in Ghana however looks more promising than the previous ones that were affected by heavy rains during the flowering induction.

4.4.4 APPAREL VALUE CHAIN

Through the Trade Hub's constant pressure on MOTI to make additional factory space available for the lead firms, the latter is taking steps to address this specific constraint, even though it is met by some resistance from those companies whose equipment has been lying idle in the premises for a number of years. The Trade Hub put similar pressure on EDAIF directly, and through MOTI, which has resulted in the key decision makers at EDAIF to visit the DTRT factory and assess DTRT's needs as submitted in the grant application.

The lack of knowledge of the apparel value chain by all the MOTI agencies touched by the apparel industry is becoming a major constraint (number of newly appointed staff) as there is no deemed urgency for their actions. The Trade Hub will collaborate with MOTI to address this gap by explaining the processes of an apparel value chain production, terminology and apparel industry environment.

4.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

4.5.1 CASHEW VALUE CHAIN

New

- Complete Environmental Study on waste stream management in local processing facilities
- Begin draft of curriculum for factory managers of local processing facilities.

Follow - on

- Develop first draft of ACA gender strategy
- Begin ACA grant program
- Begin outreach to strengthen capacity within ACA for member associations.
- Complete study and organize work shop to confirm value chain stakeholder market information needs and improve timeliness of access.

4.5.2 SHEA VALUE CHAIN**New**

- Provide training on formalization and professionalization of national associations in order to expand membership

Follow on

- Start capacity building grant in support of GSA's improved warehouse initiative
- Continue research on advocacy issues related to seeking FDA approval of expanded uses for shea and its byproducts.

4.5.3 MANGO VALUE CHAIN**New**

- Follow up and facilitation of Blue Skies exports to Nigeria.
- Broker and monitor regional supply contacts and deals during the upcoming season between processors in Ghana and producers in Burkina Faso and Senegal.
- Work with technical assistance projects, Export Promotion Agencies, Chambers of Commerce and the national associations in the three countries in the following areas:
 - Updated knowledge-based training programs on best practices for mango production (fruit fly management and control, harvesting techniques, etc.)
 - Certifications in GlobalGap, Organic, HACCP, Fair Trade, IFS, etc. to promote mango exports.
 - Participation in trade fairs.
 - Promotion of small processing drying units.
- Start preparatory work with APROMA-B to organize a regional mango trade fair in Burkina Faso in April 2016.

Follow On

- Follow-up meetings with ECOWAS on the planned activities on the Regional Fruit fly Control program.
- Follow-up signing of general MOUs with national associations and technical assistance projects(PAFASP, Cadre Intégré Renforcé, SNV) and APROMAB in Burkina Faso; CFAHS, Cadre Intégré Renforcé (UNMO-CIR) and DPV in Senegal.

- Follow-up meeting with GIZ on the formation of National Governing Boards that include all key actors in the mango value chain, and provide support to organize a National Mango products Association in Ghana.
- Promote market linkages between Burkina Faso, Ghana and Senegal to Nigeria, Mali, Morocco, South Africa, Middle-East, Europe and the U.S.

4.5.4 APPAREL VALUE CHAIN

- Continue engaging the Ministry of Trade and Industry, Ghana Export Promotion Authority, and other stakeholders such as the Export Development and Agriculture Investment Fund (EDAIF) and the Council for Technical and Vocational Education and Training (COTVET) on the implementation of the Apparel Work plan as captured in the National Export Strategy.
- A possible apparel value chain capacity building workshop is anticipated for the staff of MOTI, other government agencies and stakeholders in the apparel industry.
- Work closely with the Ghana Export Promotion Authority on the provision of additional factory space for the lead apparel firms i.e. Dignity DTRT Apparel and Lucky 1888 Mills.
- Continue to collaborate with Made in Africa (MiA) with the final selection of Ghanaian apparel companies to commence their pilot project of providing finance, training and market access (US Brands) to these companies.
- Trip to Benin with Made in Africa (MiA) to see Africa New Confection (ANC) and to do an assessment of their new factory.
- Identify and disseminate information on potential linkages between spinners, fabric knitters and garment companies in the region (Ghana, Benin, Cote d'Ivoire, Mali and Burkina Faso).
- Contribute to the development of national apparel strategies in Cote d'Ivoire and Benin.

5. FINANCIAL AND INVESTMENT SERVICES

5.1 KEY ACHIEVEMENTS/RESULTS

The investment and finance component, with the support of the other Trade Hub components, achieved the following results this quarter:

- First loan **disbursed** totaling \$100,000, for a women-owned company in a seed business, mostly seeds for the cereals value chains (maize, rice, millet and sorghum).
- 15 **approved** task orders to Financial Advisors to help companies prepare loans leading to a potential \$12.3 million in investment over the next 3 to 6 months. This potential investment includes about \$10.8 million in 8 global value chain companies (cashew, shea and mango) and about \$1.5 million in 7 regional value chain companies (maize, rice, millet/sorghum, livestock). Among the 15, 12 are smaller loans that will be disbursed in the next 3 months, and 3 investments are in new factories, which will take about a year to disburse.
- 17 task orders are **under review** or under negotiation between the Financial Advisors and the companies. These 17 companies total \$45 million in potential investment, about \$23 million in 10 global value chain companies and about \$22 million in 7 regional value chain companies. On these investments, 4 are large company expansions coming from Nigeria. For these larger amounts, they will require strong technical assistance before the investments are made.
- The team carrying out the Regional Finance and Investment Opportunities Mission interviewed over 125 businesses, financial institutions, associations and stakeholders in 6 countries. The FTF value chains, especially at the production levels, tend to be more informal and “socially” oriented than the global VCs. Their deal generation and financial facilitation will be labor intensive and generally take considerable time. Key entry points for the project and its Financial Advisors are feed mills/animal processing and downstream FTF activities, which will be considered more “bankable” by financial institutions. The prospects under review are promising though.
- A successful Induction and Training Workshop was held with the presence of all 23 Financial Advisors. A Financial Advisor Network was established with the potential to grow and strengthen as members leverage the network, contribute to knowledge management, and develop strategies to grow their businesses.

5.2 WORK PLAN OBJECTIVES

During the base period, the investment and finance component will leverage \$62.5 million in targeted regional and global value chains, which will include \$25 million in loans with approximately 102 firms in the Trade Hub’s first 3 years. Additionally, 125 MSMEs will receive technical assistance and training support, with particular emphasis on increasing access to finance.

In FY 2015, this component is projected to facilitate \$20 million in investment and \$10 million in loans. To achieve these results, 70 MSMEs will receive technical assistance and training support.

Among these 70 MSMEs, it is expected that 40 MSMEs will receive investment or loans from financial intermediaries.

5.3 ACTIVITIES IMPLEMENTED THIS QUARTER

5.3.1 STRATEGY # 1: INVESTMENT PIPELINE IDENTIFICATION

Regional Finance and Investment Opportunities Mission. The main activity of the Financial and Investment Services component was the Investment Opportunities identification mission for the regional value chains. This assessment reaffirms the strong interest which businesses, associations, and financial institutions in West Africa expressed for financial facilitation. The January/February 2015 study was a sequel to the September 2014 study, which focused on the Trade Hub's value-added global value chains (cashew, shea, mango, apparel) and the opportunities and constraints facing agribusiness financing in West Africa.

The study included field visits with stakeholders, including USAID bilateral missions, country-level associations, Trade Hub strategic partners (COFENABVI AO and the West African Grain Network, WAGN), and some financial institutions (FIs). The field visits were conducted through four country teams, covering: (1) Ghana, (2) Côte d'Ivoire and Niger, (3) Senegal and Mali (in Bamako and Segou) and (4) Nigeria (in Abuja and Lagos). In all, the study interviewed over 125 businesses, financial institutions, associations and stakeholders. The field team also met with USAID bilateral missions in each country. Table 1 presents a summary of interviews and meetings, by country.

Table 1: Summary of Field Visit Interviews

Field Visit Interviews					
Côte d'Ivoire	Ghana	Mali	Niger	Nigeria	Senegal
16	17	19	20	40	15

A few salient findings regarding the FTF value chain include the following.

- FTF VCs are generally local, informal, and difficult to service (less so for rice). And while their “value” is in excess to that of the Trade Hub's global VCs, their informality and limited financial literacy make crafting convincing financing proposals to financial institutions difficult.
- Given the right combination of farm and livestock inputs (e.g., seed, fertilizer, breeds of livestock, animal feeds) and improvements to infrastructure, FTF VCs could be more cost efficient to produce and process in West African than to import.
- The production in these VCs is heavily impacted by rainfall, drought, floods, and pests, causing them to be perceived as high risk by financial institutions.
- Businesses often told the field team that national and donor subsidy programs (fertilizer and seed inputs) distort private sector activities while not promoting the industry's “sustainability” and transparency.

The field visits were carried out in collaboration with Trade Hub Financial Advisors and resulted in the generation of 25 FTF leads which are summarized in Annex D. These include approximately \$15

million in additional investment support. Table 2 summarizes a few key leads across the 6 countries visited.

Table 2: Financing Leads Pipeline

Lead	Description	Amount
DAMAL (Senegal)	Finalize construction of slaughterhouse:	\$1,000,000
Teranga (Senegal)	Adding another rice mill equipment	\$400,000
Danaya (Mali)	Finalize modern cereals plant and working capital:	\$100,000
Eleojo (Nigeria)	Upgrade rice milling and packaging:	\$1,500,000
ETC (Niger, women-owned)	Relocate and expand cereals processing:	\$250,000
GALBAL (Mali)	Downstream meat processing:	\$400,000
BMAP (Mali)	Rice production and fattening cattle	\$100,000
Morobone (Nigeria)	Downward maize starch processing:	\$11,000,000
Osoboba (Ghana)	Maize milling:	\$150,000
Sangare Global (Côte d'Ivoire)	Relocate and expand rice operation:	\$250,000

In addition to the identification of potential deals, the field assessment determined the diversity and complexity that exists among the potential partner firms. These 25 investment opportunities all require different types of support; some of this can be provided through the Financial Advisors' assistance and some will require additional advice and guidance from Trade Hub experts. For example, one emerging business had developed a business plan that needs complete restructuring, including projected financial statements, the identification of buyers, and assistance to negotiate long-term contracts with local producers. The nuances identified during the study inform the Trade Hub's Finance and Investment team regarding required next steps to train the Financial Advisors as well as essential follow-on technical assistance to individual firms.

The FTF value chains, especially at the production levels, tend to be more informal and "socially" biased than the export-oriented global VCs. Their deal generation and financial facilitation will be labor intensive and generally take considerable time. Key entry points for the project and its Financial Advisors are feed mills/animal processing and downstream FTF activities, which will be considered more "bankable" by financial institutions.

5.3.2 STRATEGY # 2: DEVELOPMENT OF PARTNERSHIP AGREEMENTS WITH FINANCIAL PARTNERS

Strong partnerships with financial institutions are critical to the Trade Hub's success in facilitating access to finance and investment. Financial institutions include a broad array of entities, including

traditional commercial banks, saving and loan institutions, leasing companies, social impact funds, private equity funds, risk sharing funds (e.g., the USAID Development Credit Authority or DCA), donors, and development financial institutions. One of the strengths of the Access to Finance programs and arsenals of the Financial Advisors is their ability to select among multiple financing sources to best fit the needs of the potential investment.

During the course of the different field visits, a number of key messages came up which are worth repeating here:

- The market place's response to the Trade Hub's Finance and Investment approach has repeatedly been positive. Financial institutions profess an eagerness to receive promising leads from the project. There is a general preference for downstream processing activities and shorter-term trade credits; however, collateral is a consistent constraint. In the words of one banker: "cattle can die, be moved, or eaten."
- Few financial institutions are prepared to allocate a sizable portion of their total portfolios to agribusiness investment. Where an appetite does exist, most of them are more interested in financing agribusiness trade.
- Capturing buyer payment flows for financial institution debt servicing is more difficult in the informal FTF sectors (e.g., livestock cross-border sales) than in the value-added global VCs (e.g., process cashew exports) where foreign buyers are accustomed to channel payments through the banking system.

Formalize relationships with commercial banks. Developing formalized partnerships with financial institutions will foster collaboration and facilitate access to finance. The development of the Letter of Partnership with the financial partners will articulate the expectations of all parties and guide their interaction with Trade Hub, solidify the relationship between the financial institutions and the Trade Hub and provide a foundation for Financial Advisors to approach and work with financial institutions in their support of identified firms.

Below are a few excerpts from the project's draft Letters of Partnership:

Preamble:

- Whereas, USAID, Trade Hub and Banks agree that promoting agribusiness is an important objective
- Whereas, both Trade Hub and Banks want to increase the amount of good deals that get financed – for the good of the country and for the good of the bank
- Whereas, Trade Hub has experts (Financial Advisors) in the field developing a pipeline of bankable projects in (county)
- Whereas, the Bank has experts in the evaluation and financing of bankable projects
- Whereas, the Bank funds available for financing agribusiness SMEs

Therefore:

- The Trade Hub agrees to give this bank a priority position in considering its pipeline
- The Trade Hub agrees to provide the Bank the agreed upon documentation on each project
- The Trade Hub and the Bank agree that within 90 days from the signing of this Agreement they will establish together the basic project information that the Trade Hub and its Financial

Advisor will initially provide the bank.

- The Bank agrees to give Trade Hub's projects a serious consideration.
- The Bank agrees to provide an initial indication of interest on Trade Hub financing deals within 10 business days of receiving the required information.

In March, the Banyan Global consultant (Abdoul Credo) met in Cote d'Ivoire with Ecobank, Coris Bank, Orabank, BSIC and Afrilandfirstbank. In Senegal, he met with BNDE, Ecobank, BSIC, BOA, CBAO and LocAfrique. The goal is to sign 10 Letters of Partnerships in the next 3 months. When these are completed, the project will continue developing formalized relationships with the other countries, like Benin, Mali and Burkina Faso. One of Trade Hub subcontractors, SSG, has the mandate to develop partnership in Nigeria and with non financial banks by September 2015.

5.3.3 STRATEGY # 3: FINANCIAL ADVISORS

Identify Financial Advisors in key countries. The Trade Hub has registered twenty-three Financial Advisors across the region (see Table 3, breakdown by country). The Financial Advisors selection process sought to engage a cross-section of experience levels, skills, agro-industry expertise and industry contacts. Across the spectrum, some "senior" Financial Advisors had deep experiences in, for instance, facilitating financing for value-added global VCs, while more "junior" Financial Advisors had focused on assistance to agriculture-based community associations and cooperatives.

Table 3: Financial Advisors, by Country

Registered Financial Advisors	
Benin	1
Burkina Faso	1
Côte d'Ivoire	3
Ghana	6
Mali	2
Nigeria	6
Senegal	3
Togo	1

Over the course of the project's contracting with the Financial Advisors, and its subsequent training program, it has been determined that the Financial Advisors are distinct strengths and weaknesses that must be addressed in the coming period. Of note is that many of the Financial Advisors have more experience in working with firms in the project's global value chains and less in the FTF value chains. A few of the Financial Advisors also have a longer and richer history of providing technical assistance to firms and are therefore more well suited to continue this work, with Trade Hub support, in targeted value chains.

The Financial Advisors subcontractors are the lynch pin of the Trade Hub's investment and finance strategy and we must apply resources to build their capacity to provide the intermediary assistance required. While several donor and national programs support the expansion of agribusiness SMEs, there are relatively few that specialize in financial facilitation, especially at a coordinated regional level. The Trade Hub is therefore providing extremely important support to build skills that are filling a current vacuum in the West African financial landscape.

Adding Financial Advisors to target MSMEs. The investment and finance team continues to interview additional qualified Financial Advisors candidates in Burkina Faso (1) and Niger (1). For now, there is only one Financial Advisor in Burkina Faso. Based on discussions with this Financial Advisor, she will focus on 5-6 companies that were jointly interviewed by Trade Hub staff. However, most of these investment deals will take concerted effort over time to reach fruition. As there is much potential in Burkina Faso, in rice and in livestock particularly, the new Financial Advisor will focus on these Feed the Future value chains. However the project has been unable to identify an appropriate Financial Advisor in Niger and are still seeking qualified candidates. A new consulting firm, as a subsidiary of a Dutch consulting group, was recently created with a Nigerien senior consultant and the Trade Hub is hoping to receive a proposal from this group.

Deliver a Financial Advisors Orientation Workshop. Trade Hub West Africa held an Induction and Training Workshop from March 17-19 for its 24 newly engaged Financial Advisors from 8 West African countries. The Workshop covered a wide range of topics including administrative aspects of working with the Trade Hub, M&E, engaging with partners and stakeholders, identification and screening of firms, conducting due diligence, providing financial advisory services, and building a business as a Financial Advisor. USAID and Trade Hub specialists also attended the Workshop.

In addition to technical presentations, Trade Hub Partners Network presentations, an overview of the cashew sector, and a roundtable discussion of African agribusiness financiers included a bank, a leasing company, two private equity investors, and a large social venture capital firm.

The Workshop was highly successful and highly praised in evaluations by Financial Advisors. The forum provided participants the opportunity to discuss the financial ecosystem across West Africa, compare Anglophone and Francophone banking and investor perspectives, and identify appropriate practices in conducting due diligence. Most importantly a Financial Advisor Network was established with the potential to grow and strengthen as members leverage the network, contribute to knowledge management, and develop strategies to grow their businesses.

Future Financial Advisor capacity development and knowledge management workshops will strengthen Trade Hub's ability to facilitate access to finance for agribusiness firms in selected value chains. Financial Advisors agree that collaboration with industry actors, service providers and event managers will strengthen their network and provide entre with new agribusiness firms in need of financial assistance.

5.3.4 STRATEGY # 4: INVESTMENT PROMOTION

The investment and finance component carries out a range of activities that bolster its finance-focused strategy of investment facilitation. In 2015, it will work to expand its reach and develop new networks to increase investment across West Africa. In quarter three, the investment and finance component implemented the following activities.

Train and prepare transport companies across the region on financial management to prepare for upcoming B2B meetings. The investment and finance component advised transport companies in financial management and benchmarking to assist them in identifying and addressing financial constraints to upgrading. This included the Investment and Finance Specialist's presentation on the project's Access to Finance strategy to major trucking companies in Mali and in Cote d'Ivoire, following a similar event in Ghana in the second quarter. Next quarter, the Borderless Alliance will implement another preparatory workshop in Burkina Faso.

These important activities are part of the Borderless Alliance's 2015 strategy to assist the transport sector. The Alliance is orchestrating technical meetings across the region to identify major transport players that will become champions of their transportation strategy. They will be followed by a series of regional Business2Business (B2B) meetings that in late 2015 to bring together transport champions to develop a regional strategy to support its increased competitiveness.

5.3.5 STRATEGY # 5: CAPACITY BUILDING

Address systemic constraints for strategic investment opportunities through training and technical assistance. After receiving and analyzing a variety of task orders from Financial Advisors, it became evident that many do not master the investment side of the business nor do understand what a bankable file should look like. To address these issues, and support the Financial Advisors to generate better deals with a higher probability of investment, two Banyan Global consultants were dispatched to mentor Advisors in Benin and Nigeria. The two consultants, Peter White and Christopher Shyers worked closely with the Benin and Nigerian Financial Advisors and several firms with active task orders. The objective of this work was to support selected, complex deals (assisting firms to 'stage' their business plans into bankable 'parts') while coaching Financial Advisors. The consultants assisted the firms and Financial Advisors to develop tailored action plans for next steps that would move the firm's ideas from a concept stage to a more detailed (staged) business plan. As shown in Graph I, below, the consultants walked the businesses and Financial Advisors through the business ideation process; these concepts were introduced during the Trade Hub Induction and Training Workshop.

Graph I: Business Ideation and Progress in Access to Finance



Specifically, our consultants conducted the following:

- Peter White worked with Antemana in Benin, in close coordination with the Trade Hub Benin Financial Advisor named Amilco Sarl. Antemana is a woman-owned business that has been working as a social entrepreneur employing women along the shea value chain. She is currently seeking to commercialize, at an industrial level, her venture and begin processing of

shea butter for export. She has approached the Trade Hub for assistance in developing a business plan. Mr. White worked with Mme Gbaoure and the Benin Financial Advisor over three days to further develop her business plan, including a comprehensive assessment of competitors, buyers and required levels of financing.

- Christopher Shyers worked with 4 firms identified by the Trade Hub Financial Advisors that require additional technical assistance. Working in close coordination with George Davidson, Star Capital and Lighthouse Investment Financial Advisors, Mr. Shyers provided hands-on technical assistance to Salid, Elejo Foods Nigeria, Uni-Consult Farms and Moroborn Nigeria Ltd. All of these firms are exploring opportunities to build and expand their operations and need assistance in ‘staging’ their ideas into ‘bankable’ steps. The outcome of this trip was 4 action plans for each firm to guide them in securing financing.

Three of the projected investments are in cereals, helping the Investment and Finance component to achieve its FtF targets. Support will continue for all 5 firm activities, including assistance from Mr. White, Mr. Shyers and respective Financial Advisors.

5.4 CONSTRAINTS AND SOLUTIONS

Based on the Finance and Investment component’s work to-date, the following constraints and solutions exist to further their efforts.

Top Priority: FTF Value Chain Selection. It is recommended that USAID recognize the need for the Trade Hub to expand its FTF value chain work to include poultry (as an input for the maize value chain) in all of West Africa as well as cassava, aquaculture, and horticulture for Nigeria. These are all important food security value chains (which are potentially attractive to private sector investment) and in some countries are more in line with government priorities and local conditions. For example, the Nigerian government has prioritized cassava cultivation in the southeast and in its northeastern corner (a key rice and maize producing area) which is cut off from the rest of the country, with farmers and herders now fleeing their fields and pastures for safe havens, reducing food production and increasing the need for food imports.

Important: Ongoing Pipeline Development. The Investment and Finance component recognizes that Financial Advisors may continue to need assistance to build credible pipeline deals relevant to the Trade Hub’s value chains. Continued expert technical assistance will be required in the coming months and years to deepen the investment pipeline, in particular within the FTF value chains.

Important: Financial Advisors’ Capacity Building. Following the Training Workshop, the Trade Hub will systematically identify specific skill gaps among its Financial Advisors related to their project related tasks, e.g., to facilitate investment to regional firms. This mapping would support the development of a multi-year skill building program for the Financial Advisors network, drawing on available training tools whenever possible.

The Trade Hub has sketched out an important role and ambitious targets for the Investment and Finance component. This component is carefully selecting and supporting investment opportunities that address West Africa’s food insecurity challenges and promote long-term sustainable growth. Its model of using private sector intermediaries (Financial Advisors) will also serve as an important demonstration effect, utilizing market driven approaches to facilitate financing and investment.

5.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

For the next quarter, the following activities are planned:

- **Entrepreneurial training for Ecobank beneficiaries.** Discussions are currently on-going with Ecobank/Burkina to plan a training workshop for 25 current and prospective DCA beneficiaries (women owned or women-managed companies) in Burkina Faso who work in targeted value chains. This activity, scheduled to take place at the beginning of May 2015 for three days will be undertaken jointly with the Gender Specialist and BDS Expert. with Banyan Global support.
- **MOUs with bank and non-bank financial institutions.** During scoping and pipeline development missions to West Africa, the Finance and Investment component developed initial relationships with financial institutions in the region, both bank and non-bank. To formalize these relationships and lay the groundwork for information sharing on potentially attractive investments, a consultant is developing 8-10 Letters of Partnership in the francophone West Africa. Over the coming period, SSG Advisors will also be establishing MOUs with 8-10 equity and impact funds whose mandate, products, and interests present an opportunity for robust cooperation with the Trade Hub
- **Transport Professionalization Workshop – Burkina Faso.** The Finance and Investment component is working with the Borderless Alliance to improve the financial acumen of transport companies across the region. To achieve this goal, several activities have taken place to introduce transport firms to the Trade Hub's access to finance strategy and identify potential 'champions'. This quarter, the Finance and Investment component team will train a group of large Burkinabe transport firms on strategies to effectively secure financing to expand their businesses. This is the last in a series of meetings that have been held to hold a B2B event with transport champions, matching them with interested financial institutions.
- **Cashew Sector B2B event – Cote d'Ivoire (June 2015).** A cashew sector B2B event is planned for early June in Côte d'Ivoire to link about 5 Ivorian cashew processors to financial institutions. It is expected that the financial institutions will be able to meet the financing requirements of the companies (i.e. working capital) during the cashew season. This event will prepare the appetite of banks (and possibly social investors) to support the expansion of these firms' cashew factories in 2016.
- **Identifying and Signing new Financial Advisors.** The Trade Hub is currently in discussions with new, eligible business development service providers to serve as Trade Hub Financial Advisors. Two potential Financial Advisors (from Burkina Faso and Niger) are expected to sign a contract with the Trade Hub next quarter and join the network of Financial Advisors in the region.
- **Partner with Technoserve for Rice Value Chain Activities.** In order to provide effective specialized technical support to the rice sector in Ghana, the Finance and Investment team as well as the Value Chain and Capacity building teams, have begun a dialogue with Technoserve's Competitive African Rice Initiative (CARI) project team in Ghana. The CARI project aims to improve the livelihood of 30,000 rice producers in Ghana by working with processors to increase their efficiency, business operations, ability to source paddy, as well the capacities of the producers through capacity building activities. All this is achieved through providing matching grants which rice mills use to implement capacity building activities. Current discussions with CARI are intended to identify areas of collaboration with the Trade Hub (Investment and Finance, Value Chain and Capacity building components) in an effort to support rice processing in Ghana. It is expected that this

collaboration will be formalized through an MOU next quarter.

- **Due Diligence and Baseline Data.** As part of the Trade Hub's internal control procedures for processing Task Orders, the Finance and Investment team will conduct due diligence assessments in Ghana and Senegal in April. In May, the team anticipates visiting firms in Cote d'Ivoire, where some trade finance is expected. All deals over \$500,000 are inspected by a Trade Hub staff member.

6. PROMOTING AGOA EXPORTS

6.1 KEY ACHIEVEMENTS/RESULTS

The Trade Hub achieved two key objectives this quarter with the official launch of the AGOA/Trade Resource Center (ATRC) at the Ghana Chamber of Commerce and Industry (GCCI) in Ghana, and a capacity building training of seven AGOA/Trade Resource Center (ATRC) coordinators from Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Nigeria, and Senegal.

6.2 WORK PLAN OBJECTIVES

The overall objective of African Growth and Opportunity Act (AGOA) support activities is to create a framework that supports the Trade Support Institutions (TSIs) that are hosting the AGOA/Trade Resource Centers (ATRCs) to effectively engage the private sector in regional and global trade assistance. This will contribute to the overall Trade Hub's objective of building independent partners that can take on a greater leadership role in promoting regional and export trade.

6.3 ACTIVITIES IMPLEMENTED THIS QUARTER

6.3.1 STRATEGY #1: TRANSITION TO AGOA/TRADE RESOURCE CENTERS.

The Trade Hub finalized the AGOA/Trade Resource Center (ATRC) concept with the host institutions across the region, and shared the concept document with technical partners such as the Economic Community of West Africa States (ECOWAS), the African Development Bank (AfDB), and the United Nations International Trade Center (ITC).

The Trade Hub presented the ATRC concept to the Regional Integration and Trade Department team of the African Development Bank (AfDB) who suggested that institutions hosting the ATRC could submit applications for specific trade promotion activities to the AfDB through the Ghana Chamber of Commerce and Industry (AfTRA) by mid-2015. The ITC also sent a proposal for training the ATRC coordinators through their Certified Trade Advisor Program (CTAP). The Trade Hub will be working with the ATRCs and both institutions to ensure the ATRCs have access to additional technical and financial resources to promote greater trade in the region and for export.

ATRC Launch in Ghana: The Trade Hub partnered with the Ghana Chamber of Commerce and Industry (GCCI) to officially launch the AGOA/Trade Resource Center (ATRC) in Ghana. The ATRC will offer Ghanaian businesses market intelligence and technical assistance on how to take advantage of regional and global export opportunities. The center was inaugurated by Ibrahim Murtala Mohammed, Ghana's Deputy Minister of Trade and Industry, Nana



Appiagyei Dankawoso, 2nd Vice-president of GCCI, Anthony Chan, Deputy Assistant Administrator, USAID Africa Bureau, and Alex Deprez, USAID/WA Mission Director.

6.3.2 STRATEGY #2: CAPACITY BUILDING AND CREATING BUSINESS LINKAGES

The Trade Hub organized a three-day capacity building training for seven ATRC Coordinators from Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Nigeria, and Senegal. The training introduced the coordinators to the export process and requirements, as well as tools to provide business advisory and business linkages services to companies in the region. The coordinators also visited a shea exporter, an apparel manufacturer and exporter, and Ghana Customs to learn about the export documentation process.

The training was a catalyst to lay the foundation for an effective network, and the Trade Hub will work with the ATRCs to directly fund specific activities geared towards increasing trade in the region. The Trade Hub will also develop a platform for the ATRCs to input trade leads and facilitate regional trade.

Textile Visa Training to Ghana Customs and apparel companies: The Trade Hub conducted training on the administration of the textile visa to Ghana Customs, and two apparel companies exporting to the United States. The training gave details on the Harmonized Schedule (HS) Code requirements, the textile certificate of origin requirement, and the process of issuing the textile visa on the Commercial Invoice in order to address the errors previously made by the apparel companies and Ghana Customs on the export documentation. Since the training, apparel companies have been able to successfully export to the United States under AGOA.

6.3.3 STRATEGY #3: ATRCS' COLLABORATION WITH INSTITUTIONAL PARTNERS.

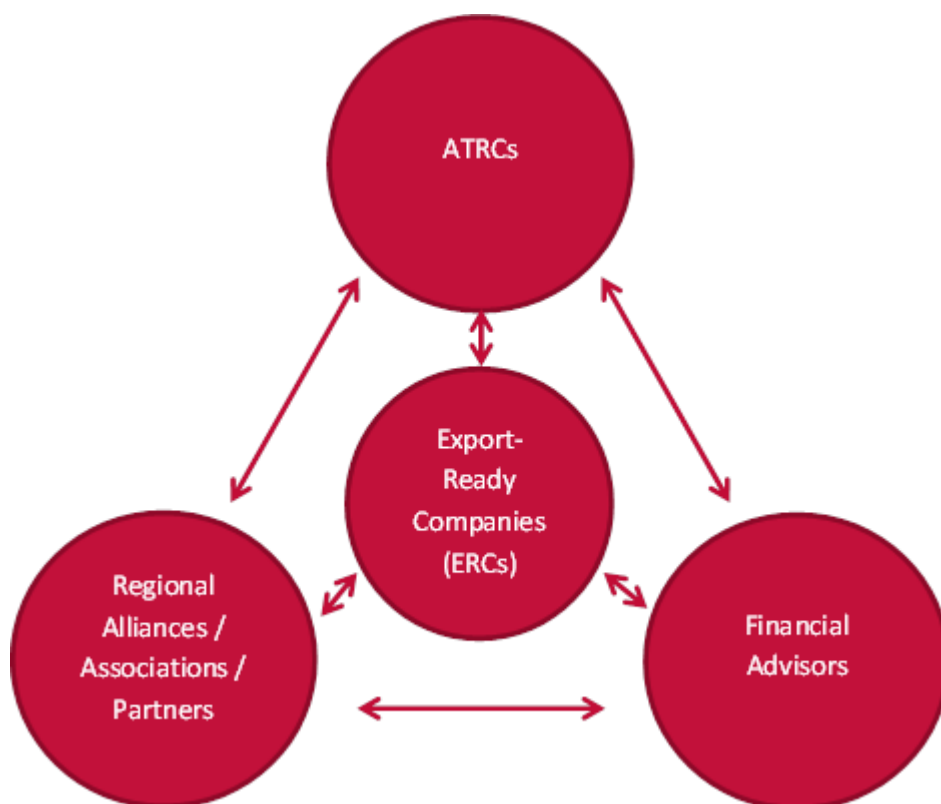
The Trade Hub collaborated with the U.S. Embassy in Gabon to provide training on AGOA in prelude to the upcoming AGOA Forum in Gabon. The Trade AGOA Workshop was attended by 94 participants (46 women) and focused on AGOA and developing and export strategy, the export process and requirements, with specific examples of success stories.

The Trade Hub also liaised with the Ministry of SME, Handicrafts and Commerce, the Investment and Export Promotion Agency (APIEX), and the National AGOA Committee to discuss potential collaboration and setting up an AGOA/Trade Resource Center (ATRC) in Gabon. The Trade Hub will be working with the Gabonese government and the U.S. Embassy to provide technical support to the upcoming AGOA Forum in Gabon.

Representatives of the Global Shea Alliance (GSA), the African Cashew Alliance (ACA) and the Borderless Alliance (BA) attended the ATRC training to create the necessary understanding and linkages between the ATRCs and some of Trade Hub partners. For example, as a result the ATRC training, the Burkina Faso ATRC coordinator is fully engaged in supporting GSA organize the annual Shea Conference in Burkina Faso, and gave a presentation on AGOA and exporting to the United States to the conference participants.

The Borderless Alliance also provided materials and documentation on export, import and transit, and the Border Information Centers (BICs) to the ATRC in Ghana, and will be collaborating with the Ghana Chamber of Commerce and Industry (GCCII) to facilitate regional trade.

The ATRCs were also introduced to the Financial Advisors of the Trade Hub. The Trade Hub envisages to set up an effective collaborative framework to ensure that the ATRCs are very well connected to all THN partners, and can successfully work with such partners to address the needs of companies in the region. The diagram below explains the said framework.



6.4 CONSTRAINTS AND SOLUTIONS

The Trade Hub realized that institutions hosting the ATRCs cannot receive funding from the Trade Hub through a normal grant process. The Trade Hub plans to directly fund activities for selected ATRCs (Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Nigeria, and Senegal) through a fixed-price grant that only cover the costs of trade promotion activities such as trainings. In that regard, the Trade Hub is working with ATRCs to develop a list of high-impact activities for the remaining of the fiscal year.

The Trade Hub is still working with the above selected countries to design an illustrative export documentation guide, and will conduct targeted customs documentation trainings to ensure that export documentation is done properly and that companies can duly take advantage of regional and export opportunities, especially under AGOA. The Trade Hub believes it can get great leverage from the ATRC coordinators if we train them to deliver practical services on export documentation that will significantly increase the value of AGOA exports.

6.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

The Trade Hub will work on the following activities for the next quarter:

- Expand the AGOA/Trade Resource Center by opening an ATRC in Mali.
- Organize an official launch of the ATRC at the Nigerian Export Promotion Council and

provide training to the ATRC coordinator and NEPC staff.

- Finalize the ATRC activity plans and directly fund activities through a fixed-price grant.
- Finalize the illustrative customs documentation guides and provide customs documentation training as needed.
- Provide training to the ATRC staff in Cape Verde and provide training on the textile visa to Cape Verde Customs to ensure that apparel exports from Cape Verde take advantage of AGOA.
- Participate at the National AGOA Day in Gabon and provide technical input for the organization of the AGOA Forum in Gabon.

7. ACTIVITIES THAT SUPPORT VALUE CHAINS RESULTS

7.1 KEY ACHIEVEMENTS/RESULTS

7.1.1 IMPROVING BUYER-SELLER INTERMEDIATION

The support provided to negotiations of a test contract for the sale of livestock from Mali to Cote d'Ivoire is an example of the Trade Hub's evolving approach to increase regional trade. Expansion of this model from both the supply side (i.e. the recently-created animal fatteners' network in Burkina Faso) and end user (i.e. large markets such as Accra and Dakar) is a logical next step.

7.1.2 EXPANDING USE OF GRADES AND STANDARDS

During this reporting period, the importance of adhering to standards for regional transactions was reinforced during the negotiations for livestock to be transported to Abidjan and cereals transactions which the Trade Hub learned about after the fact. In both cases, the buyer's standards were clearly articulated as being the basis upon which payment would be made. The use of written contracts incorporates both buyer-seller linkages and expanded grades and standards.

7.2 WORK PLAN OBJECTIVES

7.2.1 IMPROVING BUYER-SELLER INTERMEDIATION

FY 15: Regional partner alliances have established at least 4 new buyer-seller linkages in both regional value chains (8 linkages) and 3 new buyer linkages each of the 4 global value chains (12 linkages).

7.2.2 EXPANDING USE OF GRADES AND STANDARDS

FY 15: Regional partners will have provided assistance to 80 firms to meet grades and standard requirements for all value chain products. In addition, 10 sectors and countries will have harmonized regional grades and standards with regard to intra-regional transportation of value chain goods.

7.3 ACTIVITIES IMPLEMENTED THIS QUARTER

7.3.1 IMPROVING BUYER-SELLER INTERMEDIATION

7.3.1.1 Strategy #1: Support value chain-specific B2B Forums organized by regional partners

A Trade Hub team attended the 9th annual Mali Cereals Exchange in February 2015. Following a series of technical presentations about the 2014 – 2015 agricultural campaign and implications for food security during the 2015 dry season, an extended “B2B” session took place. The result of the B2B session were presented to the governor of Segou region who headed the closing ceremony. A total of 30,060 tons of Cereals were sold during this event for a total of 6,828,900,000 FCFA (\$11,876,348). The majority of these sales (92%) were to OPAM (Mali office of agricultural products),

to support the SNS (Stock National de Sécurité) and the SIE (Stock d'Intervention de l'Etat) as well as the demand from WFP. This emphasis results the objective of this event, focused on enhancing national food security throughout the country.

The Trade Hub supported two traders to attend a similar exchange in Burkina Faso in December 2014. Afrique Verte, a regional NGO present in both countries, has organized regional cereals exchanges in the past (these were suspended due to the Ebola crisis). Based on the organization of both events, dialogue has been begun to work with Afrique Verte to re-start regional cereals exchanges, including a sub-regional event focused on maize in the “maize triangle” of Mali, Burkina Faso and CDI.

7.3.1.2 *Strategy #2: Organize value chain-specific trade show participation*

No activity scheduled during the quarter

7.3.1.3 *Strategy #3: Support value chain-specific visits to West Africa*

Supported Made in Africa during its visit to Ghana to explore potential investment and partnerships.

7.3.1.4 *Strategy #4: Promote adoption of formal contracting procedures with all value chains*

Part of the assistance provided by the Trade Hub during negotiations between the Mali livestock producers and the Abidjan-based wholesaler was to share a model contract for this sale. This document provides a comprehensive structure around which regional sales should be made. This type of document will be part of future training programs and workshops to be organized with key stakeholder organizations and lead firms.

7.3.2 EXPANDING USE OF GRADES AND STANDARDS

7.3.2.1 *Strategy #1: Support regional partners in their advocacy efforts to apply regional grades and standards for value chain product transport in the region, including the use and acceptance of standard documentation.*

No activity scheduled during the quarter

7.3.2.2 *Strategy #2: Support regional partners to promote adoption of quality grades and standards, including international certification, by their member organizations/companies within each value chain.*

No activity scheduled during the quarter.

7.4 CONSTRAINTS AND SOLUTIONS

The Trade Hub provided limited support to two regional cereals transaction. The Trade Hub did not receive nor review these contracts between the parties until after being signed. The following observations about these contracts identify significant constraints:

In both cases, the contract identified delivery at the buyer's warehouses for an agreed upon sales price. Specific modalities for transport were not included but transport was seller's responsibility. Both sellers signed the contract without confirming actual transport costs or understanding the

required documents to cross borders. Both sellers had NOT confirmed immediate availability of the cereals for transport and sale when the contracts were signed (both contracts included required delivery periods). In one case, the contract was nullified after confirming actual transport costs made the transaction untenable. In the second case, the initial shipment was rejected for failing to adhere to minimal quality requirements as stated in the document.

These examples transpose both aspects of buyer-seller linkages and expanded grades and standards. Specific solutions to be pursued reflect the Trade Hub's modified approach to direct facilitation:

- Workshops on written contracting procedures for regional trade, both through regional partners and with selected lead firms.
- Third party facilitation role during negotiations of contracts for future transactions, ensuring all parties understand obligations. This is happening for the livestock test contract and will be explored with Mali maize producers and CDI maize processors.
- Include independent inspection of traded goods at loading and at discharge as the basis for final payments to be made (and resolve disputes). To reinforce that this type of expense should be part of accepted business practices.

The regional technical and policy workshop on aflatoxin that will be organized during the next quarter will reflect all of these solutions. Improved understand and ability to identify quality in advance of entering into a commercial relationship improved the medium term potential for these relationships to evolve and grow.

7.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

7.5.1 IMPROVING BUYER-SELLER INTERMEDIATION

- Provide technical assistance and grant support to B2B activities organized by regional partners in each value chain (including the “maize triangle” in Mali, Burkina Faso and Cote d'Ivoire).
- Conduct training workshops through regional partners on contracting process, including development of a model contract for regional sales. An initial focus on lead firms and value chain champions to generate new sales

7.5.2 EXPANDING USE OF GRADES AND STANDARDS

- Conduct training of trainers about regionally-accepted grades and standards to promote standard documentation (this will be linked to use of standard contracts which outline minimally-acceptable grades and standards, including aflatoxin).
- Conduct a study on the Ouaga – Tema corridor to identify trade barriers for the transport of and mutual recognition of SPS grades and standards for seeds and fertilizers.

8. COMMUNICATIONS

8.1 KEY ACHIEVEMENTS/RESULTS

Between January and March, the Communications Team developed communications tools to support technical activities, notably:

- The Communications Team continued to refine the Project Communications Plan/Strategy that will help the team to effectively communicate USAID's support to improve trade competitiveness, economic growth and employment in the region to target audience.
- The Team designed a component specific pull-up banner for the Access to Finance Component for use during their financial advisors orientation workshop. The Team also designed a wall banner, plaque, one pager and a Frequently Asked Questions (FAQ) sheet for the AGOA/Trade Resource Center, which was launched in March.
- The first level of an extensive media contact list (print, electronic and online) from around the region (by country) as well as Africa-wide and international has been completed. Update of the list will be an ongoing activity to ensure accuracy.
- The Communications Team as part of its media outreach efforts had the financial advisors orientation workshop covered by the Business and Financial Times.

8.2 WORK PLAN OBJECTIVES

The project Communications Team has supported the Trade Hub's overall objectives of increasing regional and global trade, investment and jobs, and promote USAID's role in working with West Africans to advance their social and economic well-being. Communications, a cross-cutting area that supports the project's key components and partners, continues to work to establish awareness and recognition of the Trade Hub, helps project staff provide high quality written reports and oral presentations, fills crucial information gaps between buyers and sellers on regional trade, and in the near future, will bolster communication-related capacity building of the Trade Hub's regional partners.

FY 15: The Communications Team will build the foundation for meeting the Trade Hub's communication needs and provide visibility for the project's activities, results, and successes.

Sub-Objective #1: Establish awareness and recognition of the Trade Hub's catalytic role in boosting regional and global trade

Sub-Objective #2: Fill the information gap on regional and global trade: The Trade Hub's communications will increase access to reliable, up-to-date and credible data, information, research and contacts between buyers and sellers to increase regional and global trade opportunities and market connections in West Africa.

Sub-Objective #3: Support capacity building of regional partners: Through communications technical support and training, the Trade Hub will help its partners, including regional associations, to acquire skills in effective communications and social marketing, enabling them to improve knowledge sharing with their memberships.

8.3 ACTIVITIES IMPLEMENTED THIS QUARTER

8.3.1 STRATEGY #1: PRODUCE AND SHARE PROJECT INFORMATION AND EVIDENCE-BASED PERFORMANCE MONITORING AND HIGHLIGHTS

As planned, the Communications Team produced a series of materials to spotlight trends and progress as well as support the Project's technical activities:

- **Weekly Reports:** Between January and March, the Communications Team produced eight (8) weekly reports, detailing key outputs from meetings, events, field trips and Trade Hub participation in conference and forums. These reports also provided advance notice on the project's team members' upcoming activities each week.
- **Communications Materials:** The Communications Team produced a component-specific pull-up banner for the Access to Finance component, an AGOA frequently asked questions (FAQ) sheet, an AGOA/Trade Resource Center (ATRC) one pager, plaque and wall banner for the AGOA/Global Value Chains Component.
- **Media Monitoring and Outreach:** The Trade Hub has put in place a media monitoring system (Google Alerts) to frequently search media for mentions of Trade Hub activities, as well as to track coverage of articles of interest to the Trade Hub and the project partners.
- **Quarterly Newsletter:** The team put together and distributed the first edition of the Trade Hub newsletter. The team is currently putting together articles for the second edition of the quarterly newsletter. Just like the first edition, the second edition will include four articles of interest, an events calendar, photos and spotlight on a particular activity by the project or project partner.

8.3.2 STRATEGY #2: EXCHANGE INFORMATION WITH PARTNERS AND TARGET AUDIENCES THROUGH ONLINE AND WEB PRESENCE

Many of the activities under this strategy was delayed due to request for approval for the Trade Hub website, as well as USAID/Washington's plan to develop a harmonized website template for the Trade Hubs for West Africa, East Africa and Southern Africa. The East Africa Trade and Investment Hub, which whose website was being used as the model received approval from USAID/Washington somewhere in the middle of the quarter. The Communications Team is now working with the Senior Communications Manager at Abt Associates Inc., the NationBuilder team (the platform on which the website will be hosted) and a website consultant to develop the technical features for the website. The team will start developing contents for the website once the technical features are finalized.

8.3.3 STRATEGY #3: BUILD THE COMMUNICATIONS CAPACITY OF REGIONAL ORGANIZATIONS AND ASSOCIATIONS

Activities under this strategy were suspended as a result of the resignation of the Senior Communications Specialist Victoria Okoye.

8.4 CONSTRAINTS AND SOLUTIONS

A major challenge during the first quarter of the year was the resignation of the Senior Communications Specialist, Victoria Okoye, leaving the Communications Component to be manned by the Communications Specialist who had only started work barely three months.

8.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

Major planned activities for the next quarter include:

- With project activities well underway, there are now numerous opportunities for the Communications Team to support the project in effectively telling the story of USAID support to improve trade competitiveness, economic growth and employment in the region. Recent opportunities for Communications team members to accompany technical staff on field trips and site visits have highlighted the high potential and role that communications can play in capturing information and photos for documentary purposes. Moving forward, the Communications Team intends to work closely with technical staff to continue covering project activities and events firsthand.
- The Communications Team, in the coming quarter will work to develop a robust, interactive and savvy website to serve its project partners, target audience, and represent USAID.
- The project media contact list will be updated on a quarterly basis to ensure accuracy.
- Production of success stories, case studies (as opportunities arise) and update of project materials as needed.
- With project activities underway, the Communications Team is currently outlining strategic opportunities to engage media for key events and activities. The team intends to collaborate closely with the USAID/West Africa Development and Outreach Communications Specialist, and Public Affairs Officers at the USAID bilateral missions to ensure as wide as possible media awareness and coverage of the project.

8.6 MAJOR UPCOMING EVENTS

- Provide support and participate in a regional rice value chain conference
- Workshop to review sps regulations and constraints on the Mali Cote D'ivoire and Mali Senegal border
- Workshop on professionalization of Transportation
- Organize a workshop to promote formal contracting for cereals and livestock transactions

9. MONITORING AND EVALUATION

9.1 KEY ACHIEVEMENTS/RESULTS

During the quarter, the Trade Hub:

- Field work to design data collection methodology to track the value/volumes of maize or grains exported from Ghana to other countries from Bolgatanga and Tamale markets and the export of parboiled rice from Bagré rice plain to Ghana.
- Hired an M&E consultant to support CILSS to strengthen their data collection system and help to analyze trade flow data.
- Collected baseline data for the two indicators: Time required to trade goods and Cost to trade goods across borders along the Tema-Ouagadougou and Bamako-Dakar corridors.

9.2 WORK PLAN OBJECTIVES

The purpose of monitoring and evaluation (M&E) is to 1) provide an evidenced-based monitoring of project results and 2) to assist in decision-making required to achieve the objectives of the program in real time.

The M&E system is intended to be a conveyor of information transmission and meet the needs of internal management and supervision of all stakeholders of the program.

9.3 ACTIVITIES IMPLEMENTED THIS QUARTER

9.3.1 STRATEGY #1: BUILD A DATA COLLECTION PROCESS AND REPORTING SYSTEM.

Finalize the PMP and data collection tools: In order to aid effective management decision making, the Trade hub team has finalized the PMP and data collection tools to monitor the performance and progress in meeting its objectives.

The data and analysis developed through the data collection tools and PMP will serve as the basis for reporting to USAID, provide inputs for knowledge-sharing, and support decision-making on the course of project implementation and also provide the Trade Hub team a clear evidence of the linkages between project outputs, outcomes, and results.

Support the data collection systems of CILSS: In connection with the mission that was conducted to Ouagadougou last quarter to finalize the areas of collaboration and develop a joint work plan for data collection on cross-border flows and road harassments, the Trade Hub engaged six (6) months service of a Monitoring and Evaluation consultant based in CILSS offices to support the CILSS data collection system.

Support data collection: The ATRCs and FAFs were trained in the use of the finalized data collection tools during the ATRC and FAFs trainings respectively to ensure effective data collection

that will lead to well informed decision making. Furthermore, in order to put GSA in a better position to assist Shea companies, the Trade Hub provided subsidy to support the GSA data collection system.

Complete the baseline study for Time and Cost to trade goods along selected corridors:

USAID and the Trade Hub have defined a series of indicators in order to monitor the impact of Trade Hub's activities. As part of the Trade and Transport Enabling Environment component (TTEE), THN has two indicators (Time required to trade goods across borders and along corridors as a result of Trade Hub assistance and Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance) for which no baseline has been defined as of November 2014. The THN engaged the services of two consultants to calculate baselines with the level of detail that matches the ACTE PMP requirements for the aforementioned indicators for each of the value chains and priority corridors (Tema-Ouagadougou corridor and Bamako-Dakar corridor). As part of the methodology for the study, the consultants reviewed all relevant studies and reports; used data collection forms provided by ACTE PMP to collect data by interviewing as many stakeholders as possible and then finally calculated the baselines in accordance with the ACTE PMP requirements.

9.3.2 STRATEGY #2: VERIFICATION OF DATA.

Mission Reconnaissance in Tamale, Bolgatanga and Bagre: A mission reconnaissance in Tamale, Bolgatanga and Bagre was organized to verify the existence of maize exported from Bolgatanga and Tamale markets to other countries and parboiled rice exported from Burkina Faso to Ghana. The mission visited the Bagre pole project and met associations and unions like Tamale Traders Association, Single Mothers Association (Bolga), Union des étuveuses de riz de Bagre and Union des Groupements de Producteurs de Bagre (UGPB) among others.

The mission concluded that Tamale is an important area for cereals trade between Ghana and Burkina Faso, and recommended that the trade hub could support the Bagre parboiled rice producers to access the regional markets and also CILSS should have data collectors to capture the flux between Ghana and Burkina passing through Tamale.

9.3.3 STRATEGY #3: DATABASE AND DATA ARCHIVING.

Complete the design and implementation of the project M&E systems: Management Support and Technical Analytical Services (MSTAS) which is a project implemented by the PRAGMA in Washington, DC is in charge to measure results and propose guidelines for the monitoring and evaluation of Africa's three Trade Hub programs. Thus, they define common indicators, collection instruments and system of measurement that can be compared across all three Trade Hubs. After several meetings, a consensus was found on a number of indicators. After consultation with USAID on the list of indicators produced, combining MSTAS indicators and ours, targets for each indicator was proposed and submitted for the approval of USAID.

Presentation on Impact measurement: The MSTAS project organized a workshop with all the Trade Hubs in Accra and each Hub presented the objectives being pursued and how the impacts will be measured.

Project Contact Database: In order to promote information sharing among the components of the Trade Hub, a project contact database was built in Microsoft Access to capture all contacts that get to the various components and make them accessible in the project's common share folder to all components in excel format.

Project Indicators Database: The project designed an indicator database in excel to collate and calculate all data that were collected with the various relevant data collection tools for all the twenty-six (26) indicators that the project measures. The database disaggregates the indicators results into all the four quarters in a particular year, percentage of women's contribution to the result and the corresponding value chain. It also provides results on remaining targets to be achieved from the various targets set by THN for the Life of Project and the actual results achieved.

Furthermore, it captures the various baselines available in the year 2014 for the various project indicators to aid project staff to track progress and impact they have made over the life of the project.

In the upcoming quarter, the indicator database will be built with Microsoft Access to have the following features:

- Separated backend and frontend to allow multiple data entry,
- Forms interfaces that look exactly like the various data collection tools for efficient and quick data entry
- Database engine with locks and validation checks to ensure data reliability, accuracy and integrity.
- Reports that provide relevant disaggregated results for quick reporting and decision making.

9.3.4 STRATEGY #4: PLANNING AND EVALUATION

Design appropriate M&E instruments for planning and tools for program activities: The M&E component continues to support technical staff by developing tools for activities that include the assessment of the Annual work plan and support weekly planning

9.4 CONSTRAINTS AND SOLUTIONS

As a project, it is of prime importance that we have in store in database contacts of all the various Associations, donors, partner institutions, companies, businesses, projects, and consultants among many others across the world that we work with or come in contact with. THN taps into this data storage whenever any of the above listed stakeholders ought to be updated on the project's activities or their services are needed in one way or the other. This has made the unavailability of a business card scanner a constraint since it would have made data entry of available contacts into the project contact database faster than it is now.

9.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

- Organize quarterly planning
- Verify data collected by CILSS (trip to the field)
- Update the database
- Archive supporting documents
- Review the data collection systems of GSA
- Follow up and update the PMP
- Follow up on the annual work plan
- Set up the Project Indicators Database
- Supervise the data collection and analyze data for Quarterly Report 3.

10. ADMINISTRATION AND MANAGEMENT

10.1 GENERAL AND PERSONNEL MANAGEMENT

There were several personnel actions during this quarter:

- The project hired an M&E Specialist who is assisting with implementation of the project's M&E plan and systems.
- For the Finance and Investment component, the project hired the rest of the project team: the private partnership/ Business Development Services Specialist and the Financial Services Specialist.
- The project has completed the process necessary to hire a consultant based at CILSS who will be responsible for supporting M&E activities related to trade data collection and analysis, preparing data for the project and USAID portfolio review. This consultant will start working with CILSS at the beginning of the next quarter.
- The project Senior Communication Specialist resigned during this quarter. The project has interviewed several candidates and plans to send an approval request to USAID in the near future.

10.2 GRANTS UNDER CONTRACT

The grant component completed several activities during this quarter.

Ghana Chamber of Commerce and Industry (GCCI). An in-kind grant is helped the GCCI set up an African Growth and Opportunity Act (AGOA) Trade Resource Centre. The main goal of the center is to provide market intelligence and technical assistance to businesses and exporters as well as market linkages and to take advantage of opportunities under African Growth Opportunity Act. The agreement was preceded by a letter of collaboration between the Trade Hub and GCCI. The Trade Hub provided the center with IT and office equipment and will be working closely with GCCI on specific activities to promote trade.

ACA. A grant application from ACA was processed and is currently pending USAID's approval. The ACA grant request is a fixed amount award grant (FAAG) of US\$278,000. The purpose of this grant is to strengthen the capacity of the African Cashew Alliance's Market Information System to collect and disseminate more accurate data with efficient and understandable market analysis for its 200 members located in 25 countries and also to train members on how to use the information for decision making.

GSA. The project has been working with GSA to prepare a fixed price grant for US\$200,000. The grant is for the development of warehouse systems and business training support for women shea collectors who are at the base of the shea value chain. It is expected that at the end of the initiative incomes of 6,000 women shea collectors will be significantly enhanced. The project plans to finalize the negotiation with GSA by the beginning of the next quarter.

COFENABVI. A solicitation for service providers for market information systems development was sent out to providers in the West Africa region. The service provider to be selected will develop a web platform and mobile applications to support the livestock market information system of COFENABVI. It is expected that at the end of the assignment the service provider will develop market information system that will be managed by COFENABVI at the regional level and by national federations at the national level. Data collectors will be identified in the main livestock markets in the respective member countries and trained on the use of the system.

In addition COFENABVI submitted a concept note to develop a medium term strategy to promote livestock and meat production. The grants and technical team met with the COFENABVI to refine the concept note and provided technical assistance to the COFENABVI secretariat to define activities for a grant application consistent with Trade Hub objectives and requirements. The project is expecting to receive the final proposal from COFENABVI shortly.

Borderless Alliance. During the quarter, the grants team received and processed two financial and technical reports and three advance requests from Borderless Alliance (BA). The BA project activities are currently progressing steadily and are on track. The Chief Operating Officer from Kanava International worked with Borderless Alliance to develop a sustainability plan for the organization. During this visit, the BA staff members were trained on the implementation of non-dues revenue generation ideas for the association.

10.3 ADMINISTRATIVE CONSTRAINTS

The lack of office space was apparent during this quarter as the project is finalizing the hiring of staff. Thus the project decided to expand the office space and has taken additional space in the same building. The additional cost of the rent was included in the budget realignment submitted to USAID in December 2014.

Upon request from USAID, the project submitted a budget analysis including the allocation of FTF budgeted funds vs. the ACTE budgeted funds. This allocation may be revised if the funding percentage changes. The project also submitted a reconciliation of the inventory inherited from USAID and has suggested a disposal plan for the damaged equipment.

II. SUCCESS STORIES

USAID | WEST AFRICA FROM THE AMERICAN PEOPLE

SUCCESS STORY

Following Trade Hub help, Ghana apparel factory back on track to expand and add jobs

Training will enable company to boost productivity and meet U.S. demand.



Workers on the factory floor at Dignity/DTRT in Ghana's apparel export development zone.

"The training grant funds are just the beginning of our business expansion plans that will help us create more jobs as we recruit more women to produce apparel for the international market."

***Salma Salifu,
managing director,
Dignity/DTRT***

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://www.usaid.gov/results-data/success-stories>

In October 2014, the year-old Dignity/DTRT (Do The Right Thing) Apparel—a Ghanaian-American joint venture—had nearly 600 machines and a workforce of just over 1,000, mostly women. Orders were on the rise, including from one of the largest U.S. clothing wholesalers. From its base in Ghana's Ajobeng garment enclave, Dignity/DTRT can ship duty and quota-free to American buyers under the U.S. African Growth and Opportunity Act (AGOA), making its products cost-competitive.

However, the company needed to double its monthly production to meet its buyer's demand, from 80,000 to 160,000 units. But it needed to enhance its workers' skills so they could increase productivity without reducing quality. Its application for funds from Ghana's Council for Technical and Vocational Education and Training (COTVET) was met with repeated requests for more information, as most applicants aren't as large or growing as fast.

USAID's West Africa Trade Hub worked with various Ghanaian government agencies to impart knowledge of how international garment manufacturers train and expand operations, citing examples of similar cases in other African countries. The Hub trained Ghana Customs and Dignity staff on export documentation and the procedures involved in the country's textile visa, so they can take full advantage of AGOA's benefits. Trade Hub experts also advised the Ministry of Trade and Industry on the apparel component of Ghana's National Export strategy, which became official in February 2015.

Since the Trade Hub's involvement, Dignity/DTRT has exported over 1 million units of apparel (polos, t-shirts and sportswear) under AGOA. In March 2015, the company received the first tranche of its training grant from COTVET, allowing it to reach its goal of 2.5 million units in 2015 and keeping it on track to add 1,000 more jobs by December 2015.

"Our dream of producing internationally accepted, quality apparel for the global market meant we needed to upgrade worker skills, which has been greatly assisted by this training grant from COTVET," said Salma Salifu, Dignity/DTRT's managing director. "This will surely help our company take advantage of AGOA."

ANNEX A: PROJECT PERFORMANCE INDICATORS

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
Development Objective: Expanded Trade and Investment										
1	% change in value of trade in targeted non-agricultural and ag commodities	\$194,481,257	Up 15%	NA	Measured annually					\$ -
	Livestock								0	\$ -
	Cereals								0	\$ -
	Cashew								0	\$ -
	Shea								0	\$ -
	Mango								0	\$ -
	Apparel								0	\$ -
	Other AGOA Value chains								0	\$ -
2	Value of new private sector investment in the agriculture sector or food chain leveraged by USAID implementation (FTF 4.5.5-38)	0	\$ 18,500,000	\$	0	\$100,000	0	0	0	\$ -
	Of which, women		\$ 2,775,000			\$100,000		\$100,000	\$100,000	
	FTF Value chains		\$ 8,000,000			\$100,000		\$100,000	\$100,000	
	Of which, women		\$ 1,200,000			\$100,000		\$100,000	\$100,000	

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
	Non-FTF Value chains		\$ 10,500,000						0	\$ -
	Of which, women		\$ 1,575,000						0	\$ -
3	Value of new private sector investment in non-agricultural targeted sectors leveraged by USAID implementation	0	\$ 1,500,000	\$ -	0	0			0	\$ -
	Of which, women		\$ 225,000		0	0			0	\$ -
Intermediate Objective 1: Increased Competitiveness of Targeted Entities and Value Chains										
4	Value and volume of sales of firms that received USAID assistance			\$ 1,011,167	\$ 2,232,199	\$ 876,000	\$ -	\$ -	\$3,108,200	\$4,119,366
	Livestock			\$ -	\$ -				\$ -	\$ -
	Cereals			\$ -	\$ 5,235	126,000			\$131,235	\$ 131,235
	Cashew		\$ 30,000,000	\$ -	\$ -				\$ -	\$ -
	Shea			\$ -	\$ -				\$ -	\$ -
	Mango			\$ -	\$ -				\$ -	\$ -
	Apparel			\$ 98,086	\$ 2,188,976	\$ 750,000			\$2,938,976	\$3,037,062
	Other AGOA Value chains			\$ 913,081	\$ 37,989				\$ 37,989	\$ 951,070
5	# of firms/associations that are more profitable due to USG assistance (FTF 4.5.2-43)	0	30	NA	0				0	0

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
	Of which, women		6		0				0	0
IRI: Increased capacity of targeted ag sector entities to trade										
6	# of farmers and other ag-sector entities who have applied new technologies or management practices as a result of USG assistance (FTF 4.5.2-5)	0	120	NA					0	0
	Of which, women		60						0	0
	FTF Value chains		48						0	0
	Of which, women		24						0	0
	Non-FTF Value chains		72						0	0
	Of which, women		36						0	0
7	# of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance	0	18	NA	16				16	16
	Of which, women		7						0	0
	Disaggregates Not Available				16				16	16
	FTF Value chains		8		2				2	2
	Of which, women		3						0	0
	Non-FTF Value chains		10		14				14	14
	Of which, women		4						0	0

[illegible]

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
IR3: More efficient/cost effective movement of traded goods across borders										
12	Time required to trade goods across borders and along corridors as a result of Trade Hub assistance (F 4.2.1-1)	2.3 days	5%	0						
13	Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance	\$38.7 per MT	5%	0						
IR 4: Regional trade and investment agreements and their support institutions advanced										
14	IR4.1 Number of reforms / policies / regulations / administrative procedures in each of the five stages of development (FTF 4.5.1-24)	0	12	0	3	6	0	0	9	9
	1				5			6	6	
								0	0	
								0	0	
								0	0	
								3	3	

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
Indicators Specific to the West Africa Trade Hub										
15	Creation of new jobs in project-assisted firms	0	6,000	-	244	220	0	0	464	464
	New/Continuing									
	New		244		220			464	464	
	Continuing							0	-	
	Of which women		900		217	180			397	397
16	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	120	6	36	57	0	0	93	99
	Of which, women		48	0	10	8			18	18
	Type of enterprises									
	Private enterprises (for profit)			4	22	49			71	75
	Producers organizations			1	2	8			10	11
	Women's groups								0	0
	Trade and business associations			1	12				12	13
	New/Continuing									
	New			6	32	52			84	90
	Continuing				4	5			9	9

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
17	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	2.1	NA	0					0	
18	Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	0	40	0	16	18			34	34
	Type of individual	0							0	0
	Producers				16	18			34	34
	People in government								0	0
	People in private sector firms								0	0
	Person in civil society								0	0
	Disaggregates not available								0	0
	Of which women		16		3	4			7	7
19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	400	0	483	189			672	672
	Of which, women		160		112	62			194	194

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
20	Number of new dues paying members in private business associations as a results of USG assistance	0	200	0					0	0
	Of which, women		60						0	0
21	Number of users of new MIS services	0	20,000	-					0	-
22	Value of new loans made to clients in targeted sectors	0	\$ 10,000,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ 100,000
	Type of loan recipient								\$ -	\$ -
	Producers					\$ 100,000			\$ 100,000	\$ 100,000
	Local Traders/assemblers								\$ -	\$ -
	Wholesalers/processors								\$ -	\$ -
	Others								\$ -	\$ -
	Disaggregates Not Available								\$ -	\$ -
	Sex of recipient								\$ -	\$ -
	Male								\$ -	\$ -
	Female		\$ 2,000,000			\$ 100,000			\$ 100,000	\$ 100,000
	Joint								\$ -	\$ -
	Disaggregates not available								\$ -	\$ -
	FTF/Non FTF								\$ -	\$ -
	FTF Value chains					\$ 100,000			\$ 100,000	\$ 100,000
	Non-FTF Value chains								\$ -	\$ -

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
23	Number of MSMEs receiving business development services from USG assistance		70		0	22	0	0	22	22
	Size of MSME								0	0
	Micro								0	0
	Small					22			22	22
	Medium								0	0
	Disaggregates Not Available								0	0
	MSME Type								0	0
	Agricultural producers					22			22	22
	Input suppliers								0	0
	Output processors	0		0					0	0
	Non agriculture								0	0
	Others								0	0
	Disaggregates Not Available								0	0
	Sex of owner								0	0
	Male					17			17	17
	Female		14			5			5	5
	Joint								0	0
	Disaggregates not available								0	0
	FTF/Non FTF									0
	FTF Value chains					10				0
	Non-FTF Value chains					12				0

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
24	Number of firms in targeted sectors receiving loans from partner banks	0	70	0	0	1	0	0	1	1
	Size of MSME								0	0
	Micro								0	0
	Small					1			1	1
	Medium								0	0
	Disaggregates Not Available								0	0
	Sex of owner								0	0
	Male								0	0
	Female		14			1			1	1
	Joint								0	0
	Disaggregates not available								0	0
	FTF/Non FTF								0	0
	FTF Value chains					1			1	1
	Non-FTF Value chains								0	0
25	Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	0	5	0	3	2			5	5

Indicators Common to all Trade Hubs		Baseline	Targets FY15	FY 14 results	FY 2015 Results					Total FY14 to Date
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FY15	
26	Number of individuals who have received USG trainings on trade and transport enabling environment	0	40	37	0	39			39	76
	Of which, women		16	3	0	5			5	8

ANNEX B: SIGNIFICANT MEETINGS AND TRIP REPORTS

Trade and Transport Enabling Environment

- Meeting With BA on TH participation in upcoming workshop on Strengthening Capacity of National Committees in Cotonou, January 16, 2015
- Meeting with CBC on the implementation of the Freight Exchange Platform
- Support to ISRT activities of the Abidjan- Bamako Corridor

Value Chains Meetings:

- Meeting GSA to plan organizational assessments with national associations in Ghana, Benin, Mali and Cote d'Ivoire, January 16, 2015
- Meeting with USAID/WA and ROPPA to discuss collaboration within the rice value chain. January 22, 2015.
- Trip Report in Togo to attend WAGN General Assembly and sign MOU with WAGH. January 27 – 29, 2015
- Trip reports on technical assistance discussions with COFENABVI on the process, content and structure of their grant application to the Trade Hub; reviewed proposed activities with the PS and suggested further streamlining and OCAT discussions with ROPPA to identify targeted needs and opportunities for collaboration with the Trade Hub. Focused discussions with the Cadre du Riz (CRCOPR) on the rice value chain, February, 2-7, 2015
- Trip report with mango value chain actors and inter-professional association in Bobo Dioulasso, Banfora, Orodara, and Ouagadougou; accompanied by the Burkina FAF on some of the visits to processing firms and cooperatives, February 8-15, 2015
- Trip Report to Mali: Attend Cereals Exchange, meet Feed the Future partners and work with livestock STTA and Home Office TA for cereals mapping exercise. February 15 – 20, 2015.
- Follow up meeting with John Manful, AfricaRice on collaboration on the rice value chain , February 20, 2015
- Meeting with ADVANCE (Ghana FtF Partner) to discuss cereals trade along Ouaga – Tema corridor. February 26, 2015
- Meeting with CSIR-FRI to view rice parboiling vessels, February 27, 2015
- Meeting with the Secretary General, Ghana Livestock Breeders and Traders Association (LIBTA) and discussed their interest in COFENABVI-AO membership, March 5, 2015
- Meeting with Technoserve, on the CARL project; discussed opportunities for collaboration in the rice value chain March 12, 2015.
- Trip report Commercialized Livestock Fattening and Operators Network Creation, (Burkina Faso) March 10 -13, 2015

- Meeting with Apparel stakeholders, Made in Africa, and Government Stakeholders, March 10-21, 2015
- Meeting between COFENABVI and 8 representatives of the Ghana inter-professional associations: LIBTA, Butchers, and farmers' associations. Discussions focused on COFENABVI membership, March 19, 2015.

AGOA Meetings

- Textile Visa Training to Ghana Customs and Apparel companies & ATRC Training in Ghana, January 8-15, 2015
- Meetings with the African Development Bank (AfDB) to present the AGOA/Trade Resource Center (ATRC) concept in Abidjan, January 19-20, 2015
- AGOA Workshop and Meeting on AGOA Forum Libreville, February 4-7, 2015
- ATRC Launch at GCC Ghana, March 16-21, 2015

ANNEX C: DOCUMENTS AND PRESENTATIONS

- Seasonal Ban on Cereals Exports in West Africa. January 2015
- STTA Program for expanding apparel exports, technical assistance performed November/December 2014. January 2015
- Opportunities for Increasing Livestock Trade along the Bamako – Abidjan Corridor. February 2015
- Increasing Cereals Trade along the Bamako–Abidjan Corridor. March 2015
- Support Implementation of the TRADE HUB Livestock Value Chain Program for the Mali-Cote d'Ivoire Export Corridor. March 2015
- Time and Cost Baseline Report, March 2015
- PowerPoint Presentations – AGOA/Trade Resource Center (ATRC) Training – Objectives, Strategy, Activity Plans - Export Process – Monitoring and Evaluation, January 12-15, 2015
- PowerPoint Presentation – The Trade Hub and ATRC presentation to the African Development Bank, January 19, 2015
- PowerPoint Presentation – AGOA and Developing and Export Strategy for Gabon, February 5, 2015
- Power Point Presentation: Opportunities for Increasing Cereals Trade along the Bamako – Abidjan corridor. March 5, 2015
- Power Point Presentation: Value Chain Overview for Financial Advisor workshop. March 17, 2015
- Power Point Presentation: Feed the Future Results as of March 2015 for USAID Regional Trade Hub Conference. March 19, 2015
- PowerPoint Presentation – ATRC Presentation at the GCCI ATRC Launch, March 19, 2015
- PowerPoint Presentation – How to measure impacts – Presentation to MSTAS, March 17, 2015
- PowerPoint Presentation – FAFs role to data collection, March 17, 2015
- PowerPoint Presentation – Time and Cost Baseline Results, March 20, 2015

ANNEX D: TRADE HUB INVESTMENT PIPELINE SUMMARY FEED THE FUTURE PROSPECTS

Value Chain	Business / Investor	Investment Opportunity / Constraints; Financing Need	Possible Finance Source/s	Financial Advisor Financing	Stage (Priority)
COTE D'IVOIRE					
Livestock	Nembel Invest SA	Former owner of Ferke's main slaughter-house. Major refurbishment will reopen it. Owner has expertise but requires liquidity.	Equity partners.	Yes. Amount TBD	IC (P)
Maize	SIPRA SA	5,000 ha of intensive maize production, + another 5,000 ha in outgrowers' schemes. SIPRA is the end market buyer, contributing the scheme's "bankability."	STTA for the trainings. FAF for the identified potential farmers with more than 100 ha.	Yes. Amount TBD.	IC (P)
Maize	UCOVISA	Has contract to sell 3,000 MT to Premium Foods in Ghana. Work to do, like financial statements and projections to entice banks.	Equity to come from members, after which funds to stand up.	Yes. \$200,000	IC (P)
Poultry/Maize	SIPRA SA	25,000 chicken/units as a franchise model, for up to 20 franchises. As SIPRA is the supplier of DOC and animal feed and is the end market buyer, the investments are bankable. Poultry is seen here part of the maize value chain, as poultry feed consists of 60% of maize.	Local banks will be interested in this vertical integrated approach.	Yes. Amount TBD	IC (P)

Value Chain	Business / Investor	Investment Opportunity / Constraints; Financing Need	Possible Finance Source/s	Financial Advisor Financing	Stage (Priority)
Rice	Sangare Global SARL	Important rice and maize producer with a small mill unit; supporting its cooperative members in their commercialization. To expand, co. needs to move into an industrial park and upgrade the mil equipment.	Local banks.	Yes. \$250,000.	PTO (P)
GHANA					
Livestock	Meat packaging/marketing	Processing, packaging, and distributing pork for upper end of market; seeking CAPEX financing for expansion of facility, ~650,000 USD.	Social funds, various local banks.	Yes, in contact.	PTO (TP)
Maize	Oseboba	New maize processing unit near to Accra which will produce grits for Ghana's breweries	Commercial banks	Yes. \$150,000	TO
Rice	Anon. Medium-size Rice Miller	Lead is a medium-sized miller in the Volta region seeking working capital and input financing. Awaiting further information from Technoserve CARL project, who is primary partner and point of contact with client.	Ecobank, AgDevCo, several.	Yes ST: \$1 million (TBC)	IC (M)
Rice	Volta Cereal Production	Trader and small processor, with plan to expand supply chain with small farmers and milling output.	Commercial banks	Yes. \$280,000	PTO

Value Chain	Business / Investor	Investment Opportunity / Constraints; Financing Need	Possible Finance Source/s	Financial Advisor Financing	Stage (Priority)
Transport (cross-cutting)	Borderless Alliance members	Fleet upgrading scheme—potential leasing, credit guarantee, or other financing arrangements. Very early stage discussions. More clarity post-workshop later this year.	Various, including regional DFIs.	No. Likely require additional, non- FAF support.	IC (L)
MALI					
Cereals sourcing for feed milling	Moulin Moderne Mali	Major agribusiness complex well financed by local, regional and multilateral FIs, but with financing gap to support contractors	To explore among diverse sources	Yes.	TO (to be revised)
Livestock	Mme Saran Boure	Increase feedlot fattening operation	Most likely local banks, building on existing relationships and leveraging TH support	Yes. \$100,000	IC (M)
Livestock	GALBAL	Downstream processing of corned beef. Good concept; BP in preparation.	Most likely local FIs	Yes \$500,000	IC (TP)
Rice and Livestock	BMAP	Established company diversifying into rice and livestock. Recently purchased 100 ha in the MCC zone	Most likely local FIs	Yes. \$100,000	
Sorghum/Millet	Danaya Cereals	For newly build modern processing plant, financing to complete purchase and installment of equipment and working capital for raw material sourcing.	Local banks to be supported by FGSP risk sharing fund; possibly, social impact	Yes. \$100,000	PTO (TP)

Value Chain	Business / Investor	Investment Opportunity / Constraints; Financing Need	Possible Finance Source/s	Financial Advisor Financing	Stage (Priority)
Seed multiplication (maize, rice)	Faso Kaba	Plant and equipment recent installed. Seeking working capital for own sourcing and supporting outgrowers.	Local banks	Yes. \$150,000	PTO (M)
NIGER					
Livestock / Animal Feed	Association des producteurs laitiers de Say	The largest milk and cheese farm of Niger, looking to modernize production and secure animal feed to support the supply of milk to the factory. 2 inox. tanks of 800 liters delivering milk and cheese to Niamey. 250 kg of mozzarella per week only for the Grand Hotel.	Debt and working capital. Amount TBD.	FAF. Business plan to develop.	IC
Livestock / Animal Feed	Association pour le Renouveau de l'Élevage au Niger (AREN)	Potential Investment opportunity in a very large Fattening and Cattle Market, to supply fattened and quality animals to slaughterhouses in Kano, Nigeria. Goal would be to sell 100 cattle per day, to supply 50 tons/day to slaughterhouse in Nigeria.	Equity investors and private capital, from Niger and Nigeria. Potential PPP, as the Government of Niger has an interest to see it happen.	STTA by Trade Hub. FAF to pursue Business plan.	IC
Millet / Sorghum	Entreprise de Transformation de Céréales (ETC) SARL	A successful women-owned company processing cereals, already at a good stage, in its own building and with equipment. Need to move into an industrial park and upgrade equipment to pursue growth.	Debt and working capital of about \$250,000. Local banks with DCA or other guarantee mechanism.	Yes, seeking FAF in Niger.	IC

Value Chain	Business / Investor	Investment Opportunity / Constraints; Financing Need	Possible Finance Source/s	Financial Advisor Financing	Stage (Priority)
Rice	TBD, From members of FUCOPRI (37 rice cooperatives)	Together, FUCOPRI members sell more than \$4 million of paddy rice, mostly to the government. The goal would be to create—privately owned by members—rice mills to increase added value for the member and diversify markets.	STTA to develop a good feasibility study, based on the concentration of rice volume. Business plan afterward. Amount TBD.	STTA by Trade Hub. FAF to pursue Business plan.	IC
NIGERIA					
Maize	Moroborne	Established grain trader and manufacturer; proposal will build a corn starch processing plant to supply domestic food processors and related manufacturers and expand to export markets	Proposal needs to reassess supply chain and links to end markets	The FAF will need additional support to modify the proposal	IC (P)
Maize and Cross-cutting	Uniconsult Farms	Provide logistics (transport, storage, processing, packaging) for the Federated Foodstuff Dealers Association, Lagos	Bank loans and equity from the Nigeria Stock Exchange	Yes. \$4.5 million	PTO
Rice	Eleojo Foods	Established local producer of brown rice and other products (including honey). Firm's proposal is for product and process functional upgrading of rice milling and packaging facility to improve brand, packaging, quality, and quantity—for domestic middle market urban consumers	Proposal needs to be reassessed and focused on sourcing of better quality paddy, initial cleaning, sorting/grading and improved polishing	The FAF will need additional support to modify the proposal and project plan to present to financiers	IC (P)

Value Chain	Business / Investor	Investment Opportunity / Constraints; Financing Need	Possible Finance Source/s	Financial Advisor Financing	Stage (Priority)
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SENEGAL

Rice	Teranga Ent.	7-year old rice miller located in Senegal River Valley	BP in finalization; assistance needed to recast financial	FAF identified	IC (M)
Livestock	DAMEL	Complete construction in process of a new slaughterhouse and procure TA to reach international efficiency and sanitary conditions	TA is a prerequisite to seeking financing; potentially from social impact investors	FAF assigned; \$1 million to be scaled up	IC (M)

KEYS:

Stage

IC - Initial Contacts

PTO - Pre-Task Order

TO - Signed Task Orders

Priority

TP - Top Priority: strong prospect, FAF and firm in active discussion. High likelihood that facilitation process can be completed within 6 months ("hot lead").

P - Priority: Promising prospect, FAF and firm in contact and starting to gather some project information. Good likelihood of facilitation but time-frame extends beyond 6 months and closer to a year ("serious lead").

M - Medium: Preliminary discussions between FAF and firm have taken place or to begin shortly ("encouraging lead").

L - Lower: Firm's investment idea is still at concept stage and will take time to mature to permit fruitful preliminary discussions ("distant lead").

ANNEX E: EMMP

COMPONENT: FEED THE FUTURE VALUE CHAINS					
Subcomponent: Upgrading the Cereals and Grains Sector					
Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
A more robust cereal marketplace may induce farmer producers to increase their use of fertilizers.	Site contamination and run-off into nearby surface water bodies.	Verify mention of these key topics in technical assistance reports and training workshop reports	Feed the Future Value Chain Leader, Consultant Advisor (if any) & Trade Hub Training Coordinator	Ensure electronic copies of the USAID Africa Bureau Fertilizer Fact Sheet, in both English & French, are on the Trade Hub Common Share Website.	Documents available
Here again, an improved regional marketplace for cereals may cause producers to increase in the use of pesticides	Pollution, site contamination and poisoning cases among farmers and their families.	Verify mention of these key topics in technical assistance reports and training workshop reports	Feed the Future Value Chain Leader, Consultant Advisor (if any) & Trade Hub Capacity Building and Training Specialist	Should a more affirmative posture towards the promotion of pesticide use be found necessary, the Trade Hub's implementing partners would be required to prepare a Pesticide Evaluation Report and Safer Use of Action (PERSUAP). The Trade Hub staff will consult the	N/A

				Regional Agriculture Office Umbrella PERSUAP under review to determine its applicability to project activities.	
More regional cereal trade leads to greater Aflatoxin occurrence.	Aflatoxin toxicity & health impacts on people	Data from regional cereal trade regarding Aflatoxin contamination	Feed the Future Value Chain Leader, Consultant Advisor (if any)	Aflatoxin reduction protocol to be developed in conjunction with efforts to establish regional grades & standards for Aflatoxin contamination limits for cross-border cereal trade, as part of the TTEE activities of the Trade Hub.	Activity to be completed next quarter.

Subcomponent: Upgrading the Livestock Sector

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
Profitability of livestock exports leads to increased grazing pressure	Continuous grazing pressure leads to degradation of the resource base and desertification, particularly in the Sahelian Countries and greater vulnerability to global climate change.	Livestock statistics from the export trade, although not clear that average animal weight is being measured anywhere.	Livestock Value Chain Specialist	It is suggested that some measure of livestock quality be included in trade sector-wise indicators collected by the Trade Hub and others.	Increase trade of fattened animals being pursued but not reflected in the indicator other than "value-added".
Butcherries, animal processing plants, slaughter houses and	Unmanaged animal waste and offal from processing operations	Technical reports	Livestock Value Chain Specialist	Trade Hub staff will consult and share the	N/A

meat chilling plants add to a dangerous unregulated waste stream.	fouls nearby lands & waters and creates a health threat.			USAID/Ethiopia experience, including the “Construction Guidelines for Export Abattoirs” and the “Model Slaughterhouse” Guidelines prepared on behalf of USAID/Kyrgyz Republic.	
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COMPONENT – SUPPORT TO GLOBAL VALUE CHAINS

Subcomponent: Cashew

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
Increased trade in cashew leads to a larger waste stream from nut processing.	Potential for land degradation and even contamination of surface and ground waters and occupational health and safety related issues.	Successful development of sustainable cashew production and processing guidelines, and their application among the partners network	Cashew Value Chain Specialist	The guidance resulting from this study will be used as part of the training, both for industry management personnel, and further incorporated into the environmental oversight procedure (e.g., ESF) training for BSPs being prepared to better provide assistance to cashew processors & exporters (see below)	Activity to take place during the next quarter.

Increased trade in cashew products leads to more construction of agro-processing facilities	Accumulating plant and processing waste leads to land contamination, poor phyto-sanitary conditions and possible pollution of surface waters and ground waters.	Submission, review and approval of an ESF associated with a request for loan resources.	Cashew Value Chain Specialist	Participants in the Trade Hub Partners Network, tapping financial resources for developing new processing facilities will also present an ESF and where indicated, build their facilities following the USAID Guidelines on Small-Scale Construction and for use in the field, the USAID Africa Bureau's Environmental Compliance and Management Support (ENCAP) Visual Field Guide for Construction.	To be implemented as Task Orders are funded. None funded during the quarter.
An expanding cashew industry runs up against known shortages of experienced and trained factory management staff and will thus have difficulty ensuring well-run cashew processing plants.	Effective and efficient production will be synonymous with sustainable production or the risk of localized pollution and site contamination rises.	Number of participants in cashew production training courses that include an environmental management module	Trade Hub Capacity Building and Training Specialist with the Cashew Value Chain Specialist		CB activities scheduled for later in the fiscal year

Subcomponent: Shea					
Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
Increased shea harvesting linked to an improving marketplace	Decline of the shea parkland agro-ecosystems with consequent loss of the resources base and also adverse impacts on the companion agricultural crops, and greater vulnerability to Global Climate Change.	Study report, and the development of a better Shea resource database among the West African producer countries	Shea Nut Value Chain Specialist	This study is already underway and the Trade Hub staff has provided comments to the GSA on the Inception Report.	N/A
GSA sponsoring village level shea nut storage facility construction	Poorly designed storage facility construction can lead to site contamination and unnecessary recurrent costs for producer organizations	Occasional field inspections of newly constructed Shea Nut storage facilities, follow the checklist in the Small-Scale Construction Visual Field Guide. Training reports prepared by the GSA	Shea Value Chain Specialist	USAID Small-Scale Guidelines and Visual Field Guide have already been shared with GSA	Grant support to start during the next quarter
Subcomponent: Mango					
Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
Increased mango trade leads to larger waste streams	Potential land and surface water contamination near agro-industries	Technical assistance reports and training reports	Mango Value Chain Specialist		N/A
Expanded efforts to control	Site (land & water)	Technical assistance reports	Mango Value	The Mango	Support for improved

the Mango Fruit Fly	contamination, building immunity among pests and possible pesticide poisoning	and training reports	Chain Specialist	producers have been using approved pesticides for decades; Trade Hub is not supporting additional use. As interest and demand for a Safe Use Pesticide training course among partner organizations, the Trade Hub will develop, organize and sponsor such a Training of Trainers-based training course on this theme	techniques of fruit fly control to be provided during the next quarter.
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COMPONENT – IMPROVING THE TRADE AND TRANSPORT SECTOR’S COMPETITIVENESS

Subcomponent: Rationalization of Bilateral Agreements on Transport

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
Overburdened trucks and an ageing truck fleet serving the increased export trade	These poorly maintained and controlled vehicles damage the road system and can cause road failures which affect the local environment & neighboring communities	Transport sector database which reflects how the sector operates.	TTEE Team and Staff		N/A

COMPONENT – SUPPORT ACTIVITIES

Sub Component		Increasing Financial Services			
Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
Multiplier effect of increased finance in the agro-export industry	Greater potential for agro-processing related environmental issues and adverse impacts, e.g., water use & disposal and a larger waste stream.	Training report and trainee evaluations of these courses	Finance & Investment Specialist in concert with the Trade Hub Capacity Building and Training Specialist	USAID has developed a series of standardized approaches to environmental screening for grants and financial support which would be applicable to this situation.	Training is postponed. Instead, environmental short items list have been developed that will serve as a due diligence form for all companies with higher than \$500,000 investment. In doing so, Trade Hub will directly sensitize the companies to best environmental practices.

COMPONENT – GRANTS UNDER CONTRACT

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this quarter
Grant programs lead to more active agro-industries	Unforeseen adverse environmental impacts undermine the positive developmental gains from grants	Each grant application will be scrutinized to be sure that the ESF has been completed and makes sense.	Grant Manager		To be applied to new grants to be awarded.

ANNEX F: LIST OF CAPACITY BUILDING EVENTS

Activity	Dates	Location	Achieved Results	Comments
Technical Assistance to COFENABVI to develop grant application	February 2-4, 2015	Ouagadougou (Burkina Faso)	<ul style="list-style-type: none"> • COFENABVI submitted a sound grant application with clearly defined purpose, activities (institutional sustainability, MIS innovation) and results. • All required supporting documents were submitted, per Trade Hub's grant application process 	The CB Lead held another work sessions from March 26-28
Conduct organizational capacity assessments (OCAT) with ROPPA	February 5-6, 2015	Ouagadougou (Burkina Faso)	<ul style="list-style-type: none"> • Better understanding the organizational strengths and weaknesses of ROPPA • OCAT Report available including identified opportunities for Trade Hub capacity building support interventions. 	A draft report has been translated into English
Meetings with Mango Value Chain Stakeholders in Burkina Faso	8th – 15th February, 2015	Ouagadougou, Bobo, orodara and Banfora Burkina Faso	<ul style="list-style-type: none"> • Eight (8) enterprises (2 Women-owned enterprises and 6 men-owned) have been identified to support in the capacity building activities • Three (3) National associations in the mango value chain have been identified to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance. 	This activity is leading by the Mango Value Chain Component
Commercialized Livestock Fattening and Operators	March 10 - 13, 2015	Bobo Dioulasso	<ul style="list-style-type: none"> • Thirty four participants: Eighteen (14 men and 4 women) in Burkina and Sixteen participants (13 men and 3 women) in Mali were trained on livestock fattening 	The first training happened in Segou (Mali)

Activity	Dates	Location	Achieved Results	Comments
Network Creation		Burkina Faso	<p>techniques. Participants are members of livestock cooperatives belonging to the Burkina national federation (FEDEVIB) and Mali livestock National Federation (FEDEVIM) that make up COFENABVI-AO.</p> <ul style="list-style-type: none"> • Thirty four participants (14 men and 4 women) in Burkina and Sixteen participants (13 men and 3 women) in Mali were trained on business and financial management of livestock fattening unit; Among the participants, two participants (one man and one woman) from Niger Federation participated as resource persons to share their experience from Niger cattle fattening operations and the networking issues; • The creation of a network of livestock fattening operators has been established in Burkina Faso and Mali and respectively eight (8) and five (5) focal points were identified in each region. A national Coordinator was appointed within Burkina Livestock national Federation (FEDEVIB) and Mali livestock National Federation (FEDEVIM) to coordinate activities. 	
Technical Assistance to RESIMAO to develop grant application	March 30 - 31, 2015		RESIMAO is writing grant application with clearly defined purpose, activities (institutional sustainability, MIS innovation) and results.	
Financial Advisers Training	March 17-19, 2015	Accra	24 Financial Advisors from 8 West African countries was trained on administrative aspects of working with the Trade Hub, M&E, engaging with	

Activity	Dates	Location	Achieved Results	Comments
			<p>partners and stakeholders, identification and screening of firms, conducting due diligence, providing financial advisory services, and building a business as a Financial Advisor.</p> <p>A Financial Advisor Network was established with the potential to grow and strengthen as members leverage the network, contribute to knowledge management, and develop strategies to grow their businesses</p>	

ANNEX G: POLICY PROGRESS AND RECOMMENDATIONS RESULTING FROM THN SUPPORTED ACTIVITIES UNDERTAKEN BY BA

As part of the ways of achieving the development objectives, which are “Expanded Trade and Investment”, “Increased Competitiveness of Targeted Entities and Value Chains” and “Improved regional trade and investment enabling environment”, the THN project entered into a grant agreement with BA on December 12th 2014. The objective is to support BA in its capacity to implement activities that will contribute to increasing trade across the West Africa region by working towards the elimination of all non-tariff barriers to trade.

Trucking Professionalization Workshops- The trucking Professionalization workshop was held on February 24th, 2015 in Bamako, Mali. Among the recommendations made during the workshop was that THN could directly fund a similar workshop that is to be organized in Burkina Faso in June-July, 2015.

Advocacy Meetings in Ghana with MTTD-On March 26th, 2015, THN along with other stakeholders including Borderless Alliance, Ghana Shippers’ Authority, Burkina Shippers’ Council and the National Road Transport Facilitation Committee met with the MTTD of the Ghana police service on harassment and extortion at police barriers along Tema-Paga corridor.

Various recommendations made included:

- Giving of the police personnel and the general public adequate information on the existence of channels for reporting police harassments and extortion on the roads;
- the MTTD making available dedicated lines which can be reached at all times to report these road harassments and enforcement of the wearing of name tags by all police officers on duty were suggested by all stakeholders.

Advocacy Meetings in Ghana with GRA- Stakeholders comprising of THN, BA, Ghana Shippers’ Authority and Burkina Shippers’ Council met with the GRA team that includes the Commissioner General, Commissioner for Support Services, Commissioner for Customs Division as well as the Acting Commissioner for Domestic Tax and Revenue Department.

During the meeting, the Levying of Withholding Tax on foreign registered vehicles engaged in hauling transit goods along Ghana’s transit corridor and VAT on Cross-Border Trucking Services provided by Ghanaian Haulage Companies were issues relating to taxation policy on transit goods brought to the attention of the GRA team. THN and the other stakeholders also demonstrated how the issues raised hamper trans-border trade, render Ghana as an unattractive gateway for transit cargo and makes pricing of Ghanaian trucks uncompetitive and the GRA team committed to review and provide feedback to stakeholders accordingly.

Other recommended activities to be achieved include:

- The printing of publicity material to help sensitize stakeholders on the existence of the E-

platform; the engagement of services of Trade advisors and BIC operations for Seme and Paga by 1st May, 2015,

- A review based on the outcomes and recommendations of the PACIR meeting
- The capacity building of the BA national committees by THN team were among the various recommendations that resulted from the rest of the BA planned activities.